

From the Chairman

Since its inception, Enterprise Waitakere has built the confidence of Council, central government and the community as having a clear role to play in Waitakere City's sustainable economic development. Throughout this period, Enterprise Waitakere has established as a financially robust organisation, diversifying its activities and therefore its income streams. In particular, the confidence in and commitment of Council to Enterprise Waitakere continues to go from strength to strength. The strength of relationship with Council is unique in New Zealand and testimony to both organisations. It is also a key contributor to the effectiveness of Enterprise Waitakere.

After reflection on the first 10 years and consideration of the next 10, the Board has focussed on establishing a strong platform for Enterprise Waitakere to effect a fundamental repositioning from an economic development agency to an economic development accelerant. Central to this change has been the belief that, as an organisation that seeks to inspire, support and award excellence to achieve growth, Enterprise Waitakere must itself demonstrate excellence.

This platform and repositioning is now complete.

The Board of Enterprise Waitakere has considered Council's strategic priorities, the Outcome Statements and Priorities in the Long Term Community and Council Plan, and discussion with Council Directors, staff and Councillors to develop a compelling future for Enterprise Waitakere. This future is reflected in the 2007-2010 Statement of Intent.

The key economic challenge facing Waitakere is to increase local economic opportunity. Waitakere currently has 14% of the Auckland Region's population generating just 8% of the Region's GDP locally, much of it servicing the local population. This is a major contributing factor to 58% of the resident working population leaving the City each day to work. The need for change is made more acute by the projected population growth which risks compounding the problem.

This imperative is widely recognised. Through the LTCCP and Wellbeing Summit processes, there is clear Council and community support for economic development as a priority. Enterprise Waitakere has a clear commitment and ability to play a central role in adding value to Council to achieve sustainable economic growth in the City.


Chairman

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Schedule One: Performance Targets

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1. Interpretation

In this Statement of Intent unless the context otherwise requires:

- 1.1 Local Government Act: "Local Government Act" means the Local Government Act 2002;
- 1.2 Trust: "Trust" refers to the Waitakere Enterprise Trust Board trading as Enterprise Waitakere
- 1.3 Trust Deed: "Trust Deed" means the registered Trust Deed of the Waitakere Enterprise Trust Board;
- 1.4 Council: "Council" means the Waitakere City Council;
- 1.5 Statement of Intent: "Statement of Intent" means such statement as provided for in accordance with the requirements set out in section 64 of the Local Government Act 2002;
- 1.6 Directors: "Directors" means those people appointed to the Board in accordance with the Trust Deed;
- 1.7 Shareholder: "Shareholder" means the Waitakere City Council;
- 1.8 Strategic City Objectives: "Strategic City Objectives" means those economic development and economic development related objectives adopted by the Council as part of the Long Term Community and Council Plan.

2. Introduction

- 2.1 The Trust meets the definition of a Council Controlled Organisation as defined by section 6 of the Local Government Act and is wholly owned by Waitakere City Council. Accordingly is required to prepare and deliver to the shareholder a completed Statement of Intent on or before 30 June each year. The content of the Statement is specified in Schedule 8 of the Local Government Act 2002.
- 2.2 The Local Government Act also provides the opportunity for the shareholder to comment on a draft of the statement of intent. The trustees will consider these comments, prior to finalisation.
- 2.3 This statement has been prepared in accordance with these requirements.

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3. Nature and Scope of Activities

- 3.1 The Trust undertakes activities to accelerate Waitakere City's sustainable economic growth and thereby contributing to the achievement of strategic City objectives

These activities include;

- Contribution to the development of Council's economic development related strategies
- Advocating the economic development needs of the City
- Identifying and working with individuals, businesses, industries and/or institutions who either want to grow in Waitakere or contribute to the sustainable economic growth of Waitakere.
- Promoting Waitakere as business investment location and providing a key client service to new investment opportunities from inside and outside the City
- Creating an environment for and support initiatives that grow strategic industry sectors
- Growing the number, size and performance of existing businesses
- Stimulating business networks
- Developing export trade links
- Facilitating and delivering education and skills development initiatives that meet local business's needs
- Providing foundation skill training and employment transition programmes for sustainable entry to the labour market
- Supporting community economic development initiatives

4. Objectives

- 4.1 As a Council-Controlled Organisation, the principle objectives of the Trust are stated in section 59 of the Local Government Act 2002, being:

- To achieve the objectives of its shareholders as specified in this Statement of Intent.
- To be a good employer.
- To exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates.
- To conduct its affairs in accordance with sound business practice.

4.2 In addition, the Trust has set the following organisational objectives;

To reduce the percentage of Waitakere's workforce leaving the city each day to work from 58% to 40% by delivering;

- An integrated business development programme from start-up to award winner
- A targeted business investment attraction and growth programme
- A targeted, integrated export growth programme
- Enterprising and connected youth, secondary schools and tertiary educational organisations
- Enterprising community organisations
- High quality, relevant and complimentary vocational foundation skills training

5. Performance Targets and Measures

A table of performance targets and measures is attached in Schedule One.

6. Governance

- 6.1 All Directors are appointed by Council in accordance with the provisions of the Trust Deed and Council policy pursuant to section 57 of the Local Government Act 2002.
- 6.2 The Board aims to ensure that the business of the Trust is carried out in the best interest of the shareholder and with proper regard to corporate responsibility.
- 6.3 The primary role of the board of directors is to;
- Allocate capital and resources to enable the Trust to achieve its goals in a manner that best serves the interests of the shareholder as a whole.
 - Effectively represent and promote the interests of the shareholder with a view to adding long-term value.
 - Direct and supervise the management of the business affairs of the Trust including:
 - Establishing goals and strategies that effectively implement and promote the long term strategic direction of Council
 - Establishing policies for strengthening the performance of the Trust
 - Appointing the CEO
 - Monitoring the performance of management

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- Deciding whatever steps are necessary to protect the Trust's financial position
- Ensuring that financial statements are true and fair and conform to law
- Ensuring the Trust adheres to high standards of ethics and corporate behaviour
- Ensuring the Trust has appropriate risk management/regulatory compliance policies in place.
- Satisfy itself that the Trust is achieving it's goals.
- Familiarise itself with issues of concern to the shareholder and keep the shareholder informed on a timely basis through quarterly reporting and using the principle of no surprises.
- Evaluate economic, political, social and legal issues that may impact on the Trust.

6.4 The Chairperson's role is to manage the Board effectively, to provide leadership to the Board and to interface with the Chief Executive Officer. The Chairperson's role includes completing an evaluation of the individual Directors and collective Board performance on an annual basis.

7. Accounting Policies

- 7.1 The Trust is a reporting entity under the Financial Reporting Act 1993 and its financial statements comply with that Act.
- 7.2 Financial statements are prepared in accordance with Generally Accepted Accounting Practice in New Zealand, applying the Framework for Differential Reporting for entities adopting the New Zealand equivalents to the International Financial Reporting Standards and it's interpretations as appropriate to not for profit entities that qualify for and apply differential reporting concessions.
- 7.3 Reliance is placed on the Trust being a going concern. The Waitakere City Council through its annual plan and budgeting process sets and approves the Trust's annual compensation for services provided. Continuity of the funding has been established through a "3 Year Funding and Service Agreement".
- 7.4 The measurement base adopted is that of historical cost.

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7.5 Particular accounting policies which materially affect the measurement of the Trust's surplus or deficit from operations and financial position are;

- Revenue is recognised when earned.
- All fixed assets are valued at historical cost. Depreciation is provided on a straight line basis at rates calculated to allocate the asset's cost, less estimated residual value over its estimated useful life.
- Depreciation rates are:

Computer Hardware	33-50%
Computer Software	20%
Office Equipment	20%
Office Fittings	20%
- The financial statements have been prepared on a basis exclusive of Goods and Services Tax. All items in the statement of financial position are stated net of Goods and Services Tax with the exception of receivables and payables which include Goods and Services Tax.
- Provision is made in respect of the Board's liability for annual leave. Annual leave has been calculated on an actual entitlement basis at current rates of pay.

8. Financial Policies

- 8.1 The Trust is a non-profit entity and, for financial prudence, seeks to operate at a retained earnings of \$0-\$75 000 per annum.
- 8.2 All surpluses generated from non-Council funded programmes are applied to advance the achievement of the strategic City objectives
- 8.3 The Trust intends to build a cash reserve of \$500 000 by 30 June 2010. This is required as working capital, to moderate extraordinary negative financial impacts and to allow the Board to invest in establishing new programmes and activities that advance the achievement of the strategic City objectives
- 8.4 In order for the Trust to meet its objectives, it may be in its interest to initiate transactions which bring about a memorandum of understanding, partnership or joint venture with existing organisations. Any decision to initiate such transactions will be subject to approval by the Board of Trustees and the procession of the Board's Deed of Trust. Shareholder approval is required where commitments exceed \$500,000.
- 8.5 As a not-for-profit Charitable Trust, the matter of the ratio of shareholders funds to total assets does not apply

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9. Activities for Which the Board Seeks Compensation from Council

- 9.1 Every three years, commencing 1 July 2003, the Trust will prepare a proposal for base funding sought for the subsequent three years. The activities identified in this proposal will be consistent with the Trust's Statement of Intent. The proposal will be considered under Council's normal budgeting processes. The resulting agreed compensation will be articulated through a three year funding agreement.
- 9.2 Specific activities to be undertaken in each year of the three year funding agreement will be articulated in an annual service agreement.
- 9.3 Any additional activity to that compensated for in the three year agreement will require additional compensation agreed by the Trust and Council.

10. Risk Management

- 10.1 The framework for managing and reporting on risk will follow the current standard AS/NZS 4360: 1999.
- 10.2 Each year the Board will ensure there is a formal evaluation of the Trust's exposure to risk and satisfy itself that appropriate strategies are in place to manage or eliminate risk.
- 10.3 In assessing and managing risks it is recognised that the Board is risk adverse and consequently the Board will manage the Trust to minimise risk and the potential for losses.
- 10.4 The management mitigation/ control of risk will be undertaken through:-
 - Detailed financial feasibility studies
 - Service selection based in comprehensive research and informed opinion.
 - Knowledge of business and political cycles
 - Cash flow management
 - Debt management where appropriate
 - Risk sharing where appropriate
 - Employment of expert management advice
 - Appointment of skilled and experience Trustees
 - Establishment of a risk management policy and monitoring procedures
- 10.5 Additional business risks in the form of Trust continuity, statutory compliance, financial management and control, professional indemnity etc will be managed in the normal manner and in accordance with the risk management policy.

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11. Information to be Provided to the Council

11.1 The Trust will provide information which meets the requirements of the Charitable Trusts Act 1957, the Local Government Act 2002, and the Financial Reporting Act 1993 in order to enable the shareholders to make an informed assessment of the Trust's performance.

11.2 The following information will be made available to the shareholder:

- An annual Statement of Intent in accordance with S.64 of the Local Government Act 2002 and any other information that the Directors deem appropriate.
- A first and third quarter report of financial and non-financial information as deemed appropriate by the Directors.
- A half yearly report in accordance with S.66 of the Local Government Act 2002 and any other information that the Directors deem appropriate.
- An annual report in accordance with S 67, 68 and 69 of the Local Government Act 2002 and any other information that the Directors deem appropriate.
- Any other information required by the shareholders, upon receipt of a joint written request from the shareholder through the Chief Executives or authorised person(s). The Local Government Act 2002 does not require the disclosure of sensitive information that may be properly withheld if a request for that information were made under the Local Government Official Information and Meetings Act 1987.

12. Relationship Framework

12.1 The Trust is committed to best practice in public partnering with Council. In particular, the Trust is committed to: -

- aligning to community and Council strategic goals and objectives
- contributing to strategy, policy and planning phases undertaken by Council.
- welcoming Council staff to interact directly with the Trust to develop staff expertise in implementation thus promoting practical policy formation.
- a business relationship that secures best value from both entities and enables close cooperation whilst recognising the particular roles and functions of each.
- a formal reporting relationship with Council to ensure that Councillors have an opportunity to interact with the Trust and provide political direction.

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- an open, responsive and collegial working relationship with Council officers at all levels.
- acting in concert with Waitakere Properties Limited.

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Schedule One
Draft Performance Targets 1 July 2007 – 30 June 2010

Objective	Activity	Performance sought 1 July 2007 – 30 June 2008	Performance sought by 30 June 2010
<p>1. An integrated business development programme from start-up to award winner</p> <p style="font-size: 2em; font-weight: bold; transform: rotate(-90deg); position: absolute; left: -50px; top: 50%;">A67</p>	<p>Provide quality business information, mentoring and training services</p> <p>Run an annual Business Awards programme</p> <p>Sponsor, support, market and grow the Waitakere Business Club and Waitakere City Rotary State of the Nation events</p>	<p>750 service interactions with business at > 90% satisfaction by respondent clients</p> <p>75 entries 500 attend Gala Awards Event \$75,000 value of media coverage \$75,000 prize pool</p> <p>5 events per year Total cumulative attendance of 500</p>	<p>1000 service interactions with business at >90% satisfaction by respondent clients.</p> <p>125 entries 600 attend Gala Awards Event \$100,000 value of media coverage \$100,000 prize pool</p> <p>5 events per year Total cumulative attendance of 700</p>

Objective	Activity	Performance sought 1 July 2007 – 30 June 2008	Performance sought by 30 June 2010
<p>3. A targeted, integrated export growth programme</p> <p style="font-size: 2em; font-weight: bold; margin-left: 10px;">AG9</p>	<p>Run a trade mission to China and Korea, including Waitakere's sister city, Ningbo</p> <p>Establish a new programme to inspire, support and connect export growth</p>	<p>10 businesses, educational institutions or sector organisations participate in a trade relationship with China and/or Korea through Waitakere Enterprise facilitated initiatives</p> <p>2 in-bound reciprocal or related trade delegations hosted in partnership with Council</p> <p>Establish a database of Waitakere exporters</p> <p>Establish a Waitakere export mentoring network</p> <p>Establish an export facilitation and support network to connect Waitakere exporters</p>	<p>15 businesses, educational institutions or sector organisations participate in a trade relationship with China and/or Korea through Waitakere Enterprise facilitated initiatives</p> <p>2 in-bound reciprocal or related trade delegations hosted in partnership with Council</p> <p>A full export development programme established and resourced</p>

Objective	Activity	Performance sought 1 July 2007 – 30 June 2008	Performance sought by 30 June 2010
<p>4. Entrepreneurial and connected youth, secondary schools and tertiary education organisations</p> <p style="font-size: 2em; font-weight: bold; transform: rotate(-90deg); position: absolute; left: -50px; top: 50%;">A70</p>	Implement CONNECT Waitakere programme	DVD, website and teaching resource integrated in the curriculum of 5 secondary schools	Updated DVD, website and teaching resource integrated into the curriculum of all Waitakere secondary schools
	Implement Waitakere Enterprising Schools programme	3 schools participate and meet programme objectives	All Waitakere secondary schools participate
	Run the West Auckland Region of the Young Enterprise Scheme	7 schools participate 200 students participate 1 national prize winner Venture capital fund established and operational	300 students participate 1 national champion team
	Support and champion Unitec's expansion in Waitakere	>90% satisfaction from Key Unitec staff	>90% satisfaction from Key Unitec staff
5. Enterprising Community organisations	Design and establish a community enterprise development programme	Programme designed Pilot funded	20 community organisations actively participating in full established and funded programme
	Establish an award rewarding excellence in community organisation performance	5 community organisations enter	8 community organisations enter

Comments on the draft Statements of Intent of Waitakere Enterprise

MISSION STATEMENT

The draft SOI would benefit from an additional section after the introduction that states Waitakere Enterprise's Mission Statement. The section should also clearly outline the specific strategic directions of Council that Waitakere Enterprise contributes to.

Statement of Intent (SOI) process

- The LG Bill requires the SOI process to begin earlier in the year (draft SOI by 1 March). The Council would benefit from the SOI process aligning with its draft Annual Plan process. A proposed process is:

- Provide a draft Statement of Intent to the shareholder by 1 February each year.
- The Council will provide comment by 31st March each year.
- Provide a final Statement of Intent to the Shareholder by 30 April each year.

This process is now also outlined in the draft 3 year funding and service agreement.

Reporting process -

Council will be recommending to the WCHL draft SOI that more frequent reporting of the Company and its subsidiaries is recommended to ensure alignment with Council's processes. Proposed reporting arrangements are:

Quarterly Management Reports

Management reports will be provided within one month at the end of September, December, March and June quarters, including:

The unaudited Statement of Financial Position as at the end of the preceding quarter, and the Statement of Financial Performance, Statement of Cash Flows, and a Capital Expenditure Summary for the year to date and the preceding quarter. These statements will include comparative budget data and variances. A Statement of Service Performance for the year to date and the preceding quarter should also be provided. Management reports should be provided to an Officers Advisory Group with opportunity for questions and discussion.

Half Yearly Report

The statutory obligation to provide shareholders with a half-year report on operations will be met by the management report for the December quarter.

Annual Report

Each company will provide an Annual Report within two months of the end of the financial year in accordance with S 67, 68 and 69 of the Local Government Act 2002, the reporting requirements of the Charitable Trusts Act 1957 and the Financial Reporting Act 1993. Financial statements and statement of service performance are to be provided to the Council within one month of the conclusion of the financial year. The Board of WCHL will present the Annual Report to the Council.

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overview of the company's general business situation, its fields of business and the company's position in its fields of business. Financial statements and statement of service performance are to be provided to the Council within one month of the conclusion of the financial year. At this time a schedule of developments the company may propose to undertake in the next three years will be supplied. The Board of WCHL will present the Annual Report to the Council.

Through WCHL, Council's approval must be obtained material deviations from the SOI.

ACTIVITIES INVOLVING PUBLIC AUTHORITIES

- The SOI needs to describe more fully the proposed transactions between the Council and the WPL. The draft SOI states that compensation for services will

"generally be contracted and charged for on a commercial basis but some advice may be provided without specific charge in accordance with the nature of the relationship",

This doesn't specifically cover all the transactions between the WPL and the Council. For example: the trust arrangements between WPL and the Council for developing properties, debt arrangements between WPL and the Council. There may be an expectation from the Council that WPL will provide advice to the Council whenever required at no charge on certain matters. These arrangements need to be clarified in the SOI taking into account the resources of the WPL. The following is a list of services that the Council might expect to be provided free of charge:

- Development projects on behalf of the Council
- Developing a sustainability assessment framework.

The following is a list of possible services that the Council might expect to be provided at a commercial charge (if budgeted for in the Council's Annual Plan):

- Advice on the property market in Waitakere City
- Advice on suitability of Council projects for development
- Advice on Council projects e.g. property acquisition, etc.

- Subject to the assessment criteria contained in this Statement of Intent the Company may also enter into any contractual or commercial arrangement with any other territorial or regional authority as part of its normal business activities, payment for which will be the responsibility of the territorial or local authority concerned. Priority will be given to Waitakere City Council projects.

Relationship Framework

The Council wishes to re-affirm its commitment to the principles of open honest communication, responsiveness, accountability, partnership, innovation, excellence and integrity. Central to this list, and central to this strategic plan, is partnership. Council realises that the above mentioned changes may take time to adopt. Council's appointed relationship manager (Lesley Jenkins) is available to discuss these requirements with the Board and its Chief Executive at any time convenient to them both.

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Comments on the draft Statements of Intent of Waitakere Properties Ltd

MISSION STATEMENT

This section should state the Council's purpose for owning the holding company and the direction the company intends to take. The mission statement should also clearly outline the specific strategic directions WPL contributes to. These are:

- Building communities, town centres and neighbourhoods
- Modelling innovative techniques in development, design materials, devices, etc.
- Minimising impacts on the natural environment
- Providing local jobs, using local contractors and products where possible
- Maintaining safety of employees and citizens

Business Performance Targets and other Performance Measures

Measurement

SOI process - The LG Bill requires the SOI process to begin earlier in the year (draft SOI by 1 March). The Council would benefit from the SOI process aligning with its draft Annual Plan process. A proposed process is:

- Provide a draft Statement of Intent to the shareholder by 1 February each year.
- The Council will provide comment by 31st March each year.
- Provide a final Statement of Intent to the Shareholder by 30 April each year.

4th, 5th and 6th bullet points (relating to the provision of audited financial statements at the end of the financial year, unaudited financial statements at the completion of the first half of the financial year and quarterly reports) to be amended as follows:

Quarterly Management Reports

Management reports will be provided within one month after the end of September, December, March and June quarters, including:

The unaudited Statement of Financial Position as at the end of the preceding quarter, and the Statement of Financial Performance, Statement of Cash Flows, and a Capital Expenditure Summary for the year to date and the preceding quarter. These statements will include comparative budget data and variances. A Statement of Service Performance for the year to date and the preceding quarter should also be provided. Management reports should be provided to an Officers Advisory Group each quarter with opportunity for questions and discussion. At this time a schedule of the particular developments that the Company is involved in should be supplied.

Half Yearly Report

The statutory obligation to provide shareholders with a half-year report on operations will be met by the management report for the December quarter.

Annual Report

WPL will provide an Annual Report including audited financial and performance statements within three months of the end of the financial year in accordance with s 67, 68 and 69 of the Local Government Act 2002, the reporting requirements of the Companies Act and the Financial Reporting Act. The Annual Report will include: an

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- WPL - Advice on Council projects e.g. the accommodation project, property acquisition, etc.

Performance Measures and Targets

STRATEGIC OBJECTIVE: Governance of council owned entities with accountability to the community.

Performance Measure: Ensure that the financial targets and strategic direction of WCHL are in line with the requirements of WCC

PERFORMANCE TARGET

- **SOI process** - The LG Bill requires the SOI process to begin earlier in the year (draft SOI by 1 March). The Council would also benefit from the SOI process aligning with its draft Annual Plan process. A proposed process is:

WCHL will provide a draft Statement of Intent (SOI) for WCHL and each of its subsidiaries to WCHL and the Council by 1st February each year. The Council will provide comment by 31st March each year. The Board will approve the final SOIs by 30th April each year. The SOI is reviewed annually.

The Board of WCHL will endeavour to ascertain the Council's expectations (via an Officers Advisory Group and a Councillors group) and advise the Council on how the draft SOIs deliver on the Council's expectations. The Board of WCHL will participate in the Council's Annual Plan process and Long Term Financial Strategy process as required by the Council.

Performance Measure: Ensure that Waitakere City Council is kept informed of all significant matters relating to its subsidiaries.

Quarterly reporting as above (reporting process section)

STRATEGIC OBJECTIVE: Identifying new opportunities for contributing to the strategic plan

Develop performance measures and performance targets for this objective with Council officers.

Relationship Framework

The Council wishes to re-affirm its commitment to the principles of open honest communication, responsiveness, accountability, partnership, innovation, excellence and integrity. Central to this list, and central to this strategic plan, is partnership. Council realises that the above mentioned changes may take time to adopt. Council's appointed relationship manager is available to discuss these requirements with the Board and its Chief Executive at any time convenient to them both.

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Management reports for each company will be provided within one month after the end of September, December, March and June quarters, including:

The unaudited Statement of Financial Position as at the end of the preceding quarter, and the Statement of Financial Performance, Statement of Cash Flows, and a Capital Expenditure Summary for the year to date and the preceding quarter. These statements will include comparative budget data and variances. A Statement of Service Performance for the year to date and the preceding quarter should also be provided. Management reports should be provided to an Officers Advisory Group each quarter with opportunity for questions and discussion.

Half Yearly Report

The statutory obligation to provide shareholders with a half-year report on operations will be met by the management report for the December quarter.

Annual Report

Each company will provide an Annual Report including audited financial and performance statements within three months of the end of the financial year in accordance with S, 67, 68 and 69 of the Local Government Act 2002, the reporting requirements of the Companies Act and the Financial Reporting Act. The Annual Report will include: an overview of the company's general business situation, its fields of business and the company's position in its fields of business. Financial statements and statement of service performance are to be provided to the Council within one month of the conclusion of the financial year. The Board of WCHL will present the Annual Reports to the Council.

- Subsidiaries' transactions - The Council doesn't wish to delegate to WCHL all governance responsibilities in relation to the subsidiaries. The SOIs should require that the Council's approval is obtained for the following:
 - Material deviations from the SOI
 - Material variations in budgeted costs or payments to Council or WCHL
 - Major transactions of WPL
 - Establishment of a new subsidiary
 - Sale, liquidation or reorganisation of a subsidiary

Related transactions

The SOI needs to describe more fully the proposed transactions between the Council and WCHL and its subsidiaries. For example: the trust arrangements between WPL and the Council for developing properties, debt arrangements between WPL and the Council, dividends and subvention payments from WCHL and the Council. There may be an expectation from the Council that WCHL and WPL will provide advice to the Council whenever required at no charge on certain matters. These arrangements need to be clarified in the SOI taking into account the resources of WCHL, WPL and WE. The following is a list of services that the Council might expect to be provided free of charge:

- WCHL - Working with an Officers Advisory Group and a Councillors Group e.g. ascertaining strategic direction
- WCHL - Advice on directors of WCHL
- WCHL - Review of the role of the holding company
- WPL - Development projects on behalf of the Council
- WPL - Developing a sustainability assessment framework.

The following is a list of possible services that the Council might expect to be provided at a commercial charge (if budgeted for in the Council's Annual Plan):

- WPL - Advice on the property market in Waitakere City
- WPL - Advice on suitability of Council projects for development

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Comments on the draft Statements of Intent of Waitakere City Holdings Ltd.

General Comment

Change all references to 'Enterprise Waitakere' to 'Waitakere Enterprise'. Use Waitakere Enterprise's new logo on the front cover.

Mission Statement

This section should state the Council's purpose for owning the holding company and its subsidiaries and the direction the company intends to take. This statement should also clearly outline the specific strategic directions WCHL contributes to. These are:

- Governance of publicly owned entities with accountability to the community
- Ensuring the subsidiaries deliver on Council's strategic goals
- Financial return or contribution to Council's overall budget
- Identifying new opportunities for contributing to the strategic plan
- Supporting Waitakere Enterprise's contribution to a strong innovative economy

Shareholder Role

The shareholding investment figure stated in the second bullet point differs from the figure on page 17.

Supervisory Role

3rd bullet point should include the following changes. *"Half Year and Full Year Reports on the performance of Waitakere Enterprise to Council with regard to overall financial management and organisational efficiency. A direct relationship between Council and Waitakere Enterprise will be managed by those parties in the context of a funding and service agreement.*

4th bullet point: delete. Replaced by point above.

Objectives of the Company

The following objective should be added: Maintain/Increase value of shareholding investment (valuation?). This is not explicitly stated in the Statement of Intent, but this is a Council expectation.

The following objective should also be added: Identify to Council, any cost-effective opportunities for the Group that support, enhance or further the Council's strategies and objectives.

Information to be provided to the Shareholder

- **Reporting process** - More frequent reporting is recommended to ensure alignment with Council's processes and in relation to the entire group of companies. Proposed reporting arrangements are:

Quarterly Management Reports

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**WAITAKERE PROPERTIES LIMITED
& ASSOCIATED TRUST ACCOUNTS**

QUARTERLY REPORT TO 31 MARCH 2007

PURPOSE OF THE REPORT

This report presents the company's Financial Statements attached at pages[] for the period ending 31 March 2007 (balance date is 30 June) and financial statements for each trust account, along with a brief synopsis of activities.

Waitakere Properties Limited presents detailed financial information together with a formal Report on Operations at the completion of each half-year and full year period.

BACKGROUND

Waitakere Properties Limited is 100% owned by Waitakere City Holdings Limited which is in turn 100% owned by the Waitakere City Council. Waitakere Properties Limited was set up to perform and facilitate property development on behalf of the City. Waitakere Properties Limited is required by its Statement of Corporate Intent to report quarterly, through the parent company, to Council.

STRATEGIC CONTEXT

Waitakere Properties Limited assists the Council in meeting its strategic outcomes by involvement in strategic projects, facilitating economic development and managing properties held for future strategic reasons.

WAITAKERE PROPERTIES LIMITED

The financial statement shows a net profit of \$106,640, for the nine months ended 31 March 2007. This is in line with the budget for the year to date and we anticipate that the company will earn a small profit of by the end of the financial year.

In addition to the development and management activities, the company continues to assist Council in major strategic locations such as Hobsonville, New Lynn and Wilsher Village where commercial property knowledge is required, at minimal cost to Council.

DEEDS OF TRUST – PROJECT REPORTS

Waitakere Central

Construction of the first office building 'Central One' was completed in January 2007 and tenants took occupation in February. Leasing the vacant

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space is the key driver of value for the project and the current status is shown below:

Status	Retail	Office	Total	%
Leased	277.5	620.6	898.1	37.7%
Letter of Offer	0	829.2	829.2	34.8%
Projects Exploring	205.4	78.9	284.3	11.9%
No Interest	136.2	236.8	373	15.6%
Total Leaseable Area	619.1	1,765.5	2,384.6	100.00%

While the leasing of the office space has been made difficult by the quantity of low cost space available in Henderson, progress is gradually being made and now that tenants can see the building and quality of Council improvements surrounding the area, more interest has been received and we expect the building to be largely leased by the end of the calendar year.

The second building, Central Two, has been redesigned following consultation with Council and we anticipate moving documentation to resource consent stage later this year. At this point in time the building is on hold pending sufficient tenant interest.

Total expenditure for the nine month period is \$6.147 million (budget \$6.822M) and the variation is primarily timing related. This has been funded via a capital receipt from Council of \$6.0 million and an accumulated deficit in the trust cheque account of \$489,336. The expenditure is within the budgeted amount for construction of Central One and the overall development expenditure planned in the feasibility study.

The overall feasibility of both Waitakere Central and Central one are both still positive. Central one, once fully leased, is estimated to be worth \$9.5 million and the balance of the land if sold at \$300/sm would be worth \$4.5m. This gives total revenue of \$14.0 million against costs of \$13.0, including the total land cost for the Civic Centre which is effectively given "free" to Council.

Henderson Valley Studios

WPL continues to manage the studios under the declaration of trust and will do so until the code of compliance is issued for the new studio when the studios transfer to Prime West.

The studios have performed very well financially for the nine months to 31 March 2007 with \$917,496 of revenue (excluding the deposit on the sale of \$2.0 million) as the site was fully occupied by the film "30 days of nights" (produced by Rob Tappert and financed by Sony). Expenditure was \$568,014 vs budget of \$539,250 (again excluding the distribution of \$2.0m to Council and the trust account made a surplus of \$349,482 for the period.

This trust account will be closed in the first half of the next financial year following the sale of the studios and all surplus funds (forecast \$500,000) will be distributed to Council.

51-65 Keeling Rd

Civil works are due to commence in the next quarter following extended delays in obtaining consents (WCC resource consent – 4 months, ARC consent 8 months). As a result our works will now be undertaken in the winter months.

We anticipate completing the subdivision and securing titles early 2008 allowing a sell down of the remaining investment properties and a distribution of approximately \$10 million to Council. We are forecasting a surplus of \$400,000 and in addition Council will receive some \$600,000 in development levies and reserve contributions. These costs have added \$15/sm to the land cost of the development.

Rental income of \$385,252 has been received year to date, slightly ahead of budget. Expenses are well below budget due to the construction programme behind schedule.

Lots 5,6,8,9 have been sold. The investment properties and front two lots will be marketed once titles issue.

Harbour View

All properties are sold and the Board of WPL is reviewing the Harbour View trust account status.

Totara Avenue Shops

The shops at Totara Avenue remain fully leased and rental income of \$106,528 has been received. An operating surplus of \$87,953 was achieved and \$67,900 paid to Council in interest costs for a net surplus of \$20,053.

Expenditure is being kept to a minimum on this site pending redevelopment options, however we have incurred some costs to ensure that the buildings are safe, have fire evacuation plans and are waterproof.

We are progressing with rent reviews and aim to have this property available for redevelopment in conjunction with the double tracking at New Lynn.

Green Bay

ASO

This property incurred a small of \$5,709 for the nine months ending 31 March 2007. The property remains let to a residential tenant through to the end of this year.

We have secured one neighbouring property and continue to attempt to secure the immediate neighbouring property to allow a major residential development to occur.

Hugh Brown Carpark

A concept plan for the Hugh Brown carpark has been developed showing a mixed-use development of apartments and townhouses. This has been explored further with Council officers but is currently on hold as other sites are secured in New Lynn and the final use for this site is determined.

The trust account incurred a deficit of \$22,695 as no income is being received and minor management expenses and rats are incurred.

New Lynn

The New Lynn trust account has incurred a deficit of \$12,174 for the nine month period and a conditional sale and purchase agreement has been signed for the site. This is subject to WPL Board approval and WCC approval once the developer has notified us that the development is feasible.

Other Activities

WPL has developed a concept plan for the Hobsonville Marine Precinct and is currently pricing the civil works for a full feasibility and development plan for Council. This is anticipated to be complete in the first quarter of the next financial year.

WPL is running the project group for the Wilsher Village redevelopment plans and its goal is to provide Council with new units of top quality in a retirement village atmosphere at minimal/no cost to ratepayers.

WPL is also assisting in the town centre planning for New Lynn.

The company would like to be working on further industrial land brownfield redevelopment and greenfield development sites to alleviate the shortage of land in the city but at this time is constrained by resources.

AS1

WAITAKERE PROPERTIES LIMITED

3rd QUARTER REPORT

FOR THE NINE MONTH PERIOD

31 MARCH 2007

A82

WAITAKERE PROPERTIES LIMITED

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WAITAKERE PROPERTIES LIMITED

STATEMENT OF RESPONSIBILITY

FOR THE NINE MONTHS ENDED 31 MARCH 2007

The Board and management of Waitakere Properties Limited accept responsibility for the preparation of the annual Financial Statements and the judgements used in them.

The Board and management of Waitakere Properties Limited accepts responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and non financial reporting.

In the opinion of the Board and management of Waitakere Properties Limited the annual Financial Statements for the nine months ended 31 March 2007 fairly reflect the financial position and operations of Waitakere Properties Limited.

CHAIRPERSON

CHIEF EXECUTIVE OFFICER

WAITAKERE PROPERTIES LIMITED **COMPANY DIRECTORY**

NATURE OF BUSINESS

Property development and project consultancy

REGISTERED OFFICE

2nd Central One Building,
4 Henderson Valley Road,
Henderson,
WAITAKERE CITY

DIRECTORS

Mr R.W.Jewell (Chairman)
Mr R.M.Noakes
Mr N.Ranford
Mr B.Taylor

CHIEF EXECUTIVE

Mr G.Parker

BANKERS

A.S.B Bank Limited
350 Great North Road
HENDERSON

AUDITORS

Audit New Zealand on behalf of the Auditor-General

SOLICITORS

Corban Revell
19 Alderman Drive
HENDERSON

CAPITAL

2,300,000 Ordinary Shares of \$1.00 each fully paid.

SHAREHOLDER

Waitakere City Holdings Limited 2,300,000

WAITAKERE PROPERTIES LIMITED
THE YEAR IN REVIEW

FOR THE NINE MONTHS ENDED 31 MARCH 2007

Company Activities

The business of the Company is property development and project consultancy.
The nature of the Company's business has not changed during the year under review.

RESULTS AT A GLANCE

Revenue for the period	2007 878,624
Expenses for the period	771,984
Surplus at 31 March 2007	<u>106,640</u>

The state of the Company's affairs as at 31 March 2007

Assets Totalled **2,638,541**

These were represented by:-

Company Equity at 31 July 2006	2,477,179
Plus current surplus	106,640
Company Equity at 31 March 2007	<u>2,583,819</u>

Liabilities of 54,722
2,638,541

RESULTS AT A GLANCE

Revenue for the period	2006 397,831
Expenses for the period	585,321
Surplus at 31 March 2006	<u>(187,490)</u>

The state of the Company's affairs as at 31 March 2006

Assets Totalled **2,322,964**

These were represented by:-

Company Equity at 31 July 2005	2,473,721
Plus current surplus	(187,490)
Company Equity at 31 March 2006	<u>2,286,231</u>

Liabilities of 36,733
2,322,964

Donations

The Company has made no donations during the year.

WAITAKERE PROPERTIES LIMITED **STATUTORY INFORMATION**

FOR THE NINE MONTHS ENDED 31 MARCH 2007

Likely Developments

The Company will continue to provide services to the Waitakere City Council in respect of the Harbour View Estate, New Lynn, Henderson Valley Studios, Totara Ave Shops, Waitakere Central, 51 to 65 Keeling Road, Hugh Brown Carpark, Hobsonville and Greenbay.

Directors

Mr R.W.Jewell (Chairman)
Mr R.M.Noakes
Mr N.Ranford
Mr B.Taylor

ENTRIES MADE IN THE INTERESTS REGISTER

Interests in Transactions

During the year there have been no transactions entered into by the Directors of the Company which would require disclosure.

Use of Company Information by Directors

The Board received no notices during the year from Directors requesting to use Company information received in their capacity as Directors which would not otherwise be available to them.

Shareholding by Directors

No Director acquired or disposed of any interest in shares in the Company during the year.

Remuneration and other benefits to Directors

There have been no :-
Payments for services other than those stated in note 1, page 18.
Compensation for loss of office,
Loans by the Company to a Director,
Guarantees given by the Company for debts incurred by a Director,
Entering of contracts to do any of the above.

Indemnity and Insurance: Directors and Employees

The Company has taken insurance for any Director and Employee in respect of any liability for any act or omission in his or her capacity as a Director or Employee.

WAITAKERE PROPERTIES LIMITED
STATUTORY INFORMATION

FOR THE NINE MONTHS ENDED 31 MARCH 2007

Directors Remuneration (Director Fees and Allowances)

	<u>ANNUAL</u>
Mr R.W.Jewell	35,000
Mr R.W.Jewell (Travel Allowance - reimbursement)	3,000
Mr R.M.Noakes	25,000
Mr B.Taylor	25,000
Mr N.Ranford	25,000
	<u>113,000</u>

For services and other benefits refer to note 1 page 14

	<u>PAID</u>
Mr R.W.Jewell	26,250
Mr R.W.Jewell (Travel Allowance - reimbursement)	2,250
Mr R.M.Noakes	18,750
Mr B.Taylor	18,750
Mr N.Ranford	14,583
	<u>80,583</u>

Recommended Dividend

The Directors recommend that no dividend be paid.

Donations

The Company has made no donations during the year.

Changes in Accounting Policies

There are no changes in Accounting Policies.

Auditors Remuneration

Auditing Fees	\$ Nil
Other Services	\$Nil

For and on behalf of the Board.

Director _____

Director _____

Date:

A89



Waitakere Enterprise

**Work Programme
Third Quarter Progress Report**

2006/07

A90

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AGI

INVESTMENT AND EXPORT GROWTH

A92

Action	Indicators of Success	Progress to 31 March 2007
<p>Investment Attraction and Facilitation Establish a key client relationship with 50 of Waitakere's largest businesses, providing services and connections on a case by case basis</p> <p>Provide an investment facilitation service for new enquiries</p> <p>Establish and implement a proactive investment attraction programme for creative industries into Henderson with a specific focus on the screen production industry</p> <p>Establish and implement a proactive investment attraction programme for the marine industry to Hobsonville Marine Precinct in</p>	<ul style="list-style-type: none"> • Register of top 50 established • Client contact integrated with relevant EW and Council activity • Client management relationship established • Starter / welcome pack for new businesses • 30 referred investment clients facilitated with > 85% satisfaction • Investment attraction plan established • 10 targeted clients actively engaged • Hobsonville Marine Precinct fully tenanted within 12 months of being available 	<ul style="list-style-type: none"> • Top 37 identified and client management relationship established, a further 15 are being assessed. • Integration to TrainSmart, Powerful Ideas for Business Series, Council's town centre programme and Key Account Management Service • Contact has been maintained on a regular basis with all A list clients. • Starter pack scheduled for 4th quarter • 31 current enquiries currently being facilitated (6 new for this quarter) • Proactive investment attraction awaiting completion of the City Marketing Strategy implementation plan being complete. • Hobsonville will not come on stream in 2006/7

A93

partnership with Waitakere
Properties Limited

A994

Action	Indicators of Success	Progress to 31 March 2007
<p>In partnership with Council, establish a Key Account Management service for fast tracking resource consents for high value clients</p> <p>Participate in development planning for town centres and take a proactive role in investment facilitation</p> <p>Establish a "Littleton Project"</p>	<p>Key Account Management (KAM) Service established</p> <p>Participation demonstrated > 85% satisfaction from Council's Town Centre Development team</p> <p>Project team established and active within an agreed Terms of Reference</p>	<ul style="list-style-type: none"> • KAM service established with a full time coordinator at Council and Service Level Agreement between Council and WE complete. • Participation when required, including New Lynn and Corban Estate future development planning. • Project team established and a summer student has now collated statistical and GIS information databases. Project temporarily called 'XLR8'. Currently investigating purchase of consumer info and implementation.
<p>Export Run a trade mission to Ningbo, leveraging this relationship and mission to include Shanghai and Seoul. Focus sectors – screen production, marine, export education and wine</p>	<ul style="list-style-type: none"> • 10 organisations from 4 sectors participate 	<ul style="list-style-type: none"> • 4 High Schools have confirmed to visit Ningbo and looking into opportunities in Korea. Unitec have confirmed involvement in entire mission. Film Auckland (including Chair and 4 producers) have confirmed participation in Beijing, Shanghai and Korean legs.

APS

Action	Indicators of Success	Progress to 31 March 2007
<p>Connect Waitakere businesses to trade missions to Australia for establishing exporters being run by NZTE</p> <p>With Council host 2 trade visits with priority on sister cities and key decision makers.</p>	<ul style="list-style-type: none"> • 5 businesses participate • 10 business participate 	<ul style="list-style-type: none"> • NZTE pilot now called 'Path to Market'. Requirements are high including innovative product, \$500k t/o, 20% y-on-y growth and 5 major clients. WE has not got any clients that match this but the programme will be kept the in mind. • Four delegations have been hosted to date – ASEAN Trade Commissioners, Ningbo Education delegation (x2) and a general delegation from Ningbo involving 14 businesses or schools

A96

INDUSTRY AND SKILL GROWTH

1997

Action	Indicators of Success	Progress to 31 March 2007
<p>Screen production</p> <p>Support and house Film Auckland, assisting with the implementation of the screen production MRI as appropriate</p> <p>Participation in governance of joint TV sector research project</p> <p>Provide 'one-stop-shop' film facilitation service</p>	<ul style="list-style-type: none"> • Office space and admin support provided • Film Auckland MRI milestones achieved • Relationship as promotional partner • Research report produced • Actions identified and undertaken • 140 applications processed in full and on time per annum 	<p>Office space, accounting services and promotional partner sponsorship provided</p> <p>Continuing participation in governance group.</p> <p>135 applications processed in full and on time including a record 65 in the third quarter.</p>
<p>Marine</p> <p>Participate on marine MRI project team</p>	<ul style="list-style-type: none"> • Marine MRI business case submitted and successful 	<p>MRI Business case submitted to NZT&E and approved by NZT&E Board</p>

A98

Action	Indicators of Success	Progress to 31 March 2007
<p>Tourism</p> <p>Support West of Auckland Tourism Inc action plan</p> <p>Maintain and promote Destination Waitakere website</p> <p>Distribute final copies of Destination Waitakere brochure</p> <p>Advertise with and assist local operators to advertise with Tourism Auckland</p> <p>Participate in tourism workstream of Rugby World Cup 2011 planning</p>	<ul style="list-style-type: none"> • Action plan milestones achieved • 24 000 web visits per annum • 130 business showcased • All copies of brochures distributed • 4 pages of Waitakere tourism businesses in new Tourism Auckland Guide publication • Opportunities for Waitakere connected 	<p>\$2000 contribution made towards cost of including region in Destination NZ tourism films.</p> <p>Web site optimised on search engines with 20,241 unique visits to date.</p> <p>136 companies featured</p> <p>All brochures distributed.</p> <p>15 advertisers featured in a 10 page feature on West Auckland in the Tourism Auckland Guide publication.</p> <p>Participation in work stream ongoing.</p>
<p>Sustainable Business</p> <p>Support Sustainable Business Network in their work with Waitakere companies including a local organics network</p>	<ul style="list-style-type: none"> • Agreed milestones achieved • Participation on SBN Board 	<p>\$15 000 funding support given.</p> <p>Board participation maintained</p>

APP

Action	Indicators of Success	Progress to 31 March 2007
<p>Export Education Maintain website: education-waitakere</p> <p>Join Study Auckland as City member</p>	<ul style="list-style-type: none"> • Website remains live and up to date • Membership held 	<p>Website live and maintained as per instructions from school participating in the cluster development.</p> <p>Membership achieved and secured place on Advisory Board.</p>
<p>Entrepreneurial Culture Run West Auckland region of the Young Enterprise Scheme</p> <p>Establish concept, implementation and funding plan for the Young Entrepreneur Programme</p> <p>Run Waitakere Enterprising Schools Plus Programme</p> <p>Establish concept, implementation and funding plan for a Maori enterprise initiative</p>	<ul style="list-style-type: none"> • 200 students involved • 6 schools involved incl 3 new schools • Venture capital fund established • 15 companies complete year with profit • Plan established • 3 schools participate and demonstrate progress towards objectives • Project established pending funding 	<p>186 students involved. 6 schools involved in 2007 – 1 new school. Venture Capital Funds secured from Waitakere City Rotary Club. Guidelines and criteria being established for first investments in May 2007. 12 out of 20 companies made a profit in 2006.</p> <p>Concept being developed with test company from Avondale College.</p> <p>Project running to timelines, schools now operating independently with support from Project Manager. Evidence of culture change in all 3 participating schools.</p> <p>Alternative project plan being developed for submission to next ECSA funding round.</p>

A100

Action	Indicators of Success	Progress to 31 March 2007
<p>Skills CONNECT Waitakere career programme established in local schools and commercialisation options examined</p> <p>Establish an annual celebration of industry training</p> <p>Involvement in Digital Strategy</p> <p>Establish concept, implementation and funding plan for a migrant information pack for employers</p> <p>Participate in Skills Workstream of the Auckland Metro project</p> <p>Participate in Accelerating Auckland ICT skills project team</p> <p>Support school participation in Smales Farm technology careers project</p>	<ul style="list-style-type: none"> • 10 schools use CONNECT DVD, teachers pack and website as part of the school curriculum • Community outreach programme established • Event held • Business case developed • Pack produced pending funding • Opportunities for EW and Waitakere secured • Waitakere component of project implemented • 1 Waitakere school participates 	<p>Teaching resource pack completed and ready for distribution, website upgraded. Distribution delayed due to accountability issue raised by The Trusts.</p> <p>Banners and collateral material developed. Programme for roadshow being established with interested sites.</p> <p>Event postponed by Council.</p> <p>Business case for Waitakere ICT audit being developed.</p> <p>Expression of Interest developed and submitted to Enterprising Communities (W&I) in March.</p> <p>Participation ongoing. Waitakere examples used as benchmark.</p> <p>ICT Skills with Maori and Pacific People Project seeking funding elsewhere after rejection by NZTE of the regional project.</p> <p>Rutherford College involved in 2007. Industry placements sought and used in Waitakere</p>

A101

Participate on Youth Transitions Service
Key stakeholder Group

- 80% of meetings attended

companies.

Participation ongoing.

A102

BUSINESS GROWTH

A103

Action	Indicators of Success	Progress to 31 March 2007
Provide a business information service, including as an agent for BIZ	<ul style="list-style-type: none"> • > 90% satisfaction rate from BIZ • 300 clients 	198 BIZ info enquiries
Act as an agent for the Business Mentors New Zealand	<ul style="list-style-type: none"> • 175 matches <p>> 75% satisfaction by clients of the overall mentoring experience</p>	110 mentor matches
Act as a sub-contractor for the Enterprise Training Programme to deliver capability assessments, start-up training, Maori Trustee Training and host seminars	<ul style="list-style-type: none"> • 100 capability assessments and 18 workshops run locally by Dec 07 	<p>88 Capability Assessments complete</p> <p>WE delivered 2hr Follow up coaching MTT 4 Start Up workshops Oct – Nov 10 ETP (Full day) Workshops July – Dec 06 5 ETP Workshops Jan – Mar 07 5 ETP (Full day) Workshops planned to June.</p> <p>EW delivered start-up and Maori Trustee Training workshops</p>
Review EW's Business Growth programme and implement recommendations for provision from 1 January 2007	<ul style="list-style-type: none"> • Review complete • Recommendations delivered in full 	<p>Review complete and adopted</p> <p>ETP subcontracting relationship continuing, Powerful Ideas for Business Series established, naming rights for Waitakere Business Club and Waitakere Rotary State of the Nation secured, business development model advocated regionally</p> <p>17 attended first Powerful Ideas for Business seminar</p>
Secure naming rights sponsorship and scale up the Waitakere City Rotary	<ul style="list-style-type: none"> • Naming rights secured 	Achieved

A104

State of the Nation event and Waitakere Business Club luncheon series	• 200 to State of the Nation, 100 to each of 3 Waitakere Business Club events p/a	2 Business Club breakfasts held with attendance of 130 and 110 respectively, 140 to State of the Nation Address, 420 to joint KBHS/Business Club luncheon
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BUSINESS AWARDS

A105

Action	Indicators of Success	Progress to 31 March 2007
Revised Entry	<ul style="list-style-type: none"> • Stage One entry simplified – shorter time requirement • Attraction of high profile judges 	<p>Achieved</p> <p>11 judges secured</p>
Marketing and Publicity	<ul style="list-style-type: none"> • Media sponsor • Effective collateral suite produced • 1,000 businesses contacted via direct email • 500 businesses called • 200 preliminary visits • 300 registrations of interest • 120 Stage One entries • Third parties encouraged to promote Awards 	<p>The Aucklander newspaper secured</p> <p>Achieved</p> <p>718 businesses emailed 23/03, A List (48) businesses emailed 26/03, community sector (125) emailed via Community Waitakere</p> <p>Telemarketing of all business emailed (766) commenced 29/03</p> <p>Site visits scheduled to commence April 07.</p> <p>28 registrations as at 30/03</p> <p>Presentation and promotional material prepared to give to Third Parties during April 07.</p> <p>\$100 000 prize pool established</p> <p>15 categories (4 new), all with sponsors</p>
Tutorials	<ul style="list-style-type: none"> • Solid attendance • Support of previous winners in delivery • Tutorials as a networking opportunity 	<p>Tutorials commence 04/04, registrations are currently being taken</p> <p>Past winners booked to attend as guest speakers – one per tutorial</p> <p>Butts Bainbridge & Weir secured as sponsor of the Entrant Tutorials enabling networking post-event at nil cost to WE</p>
Gala Dinner	<ul style="list-style-type: none"> • 500 pax minimum attendance 	<p>Promotion has commenced in conjunction with call for entries</p>

A106

COMMUNITY ECONOMIC DEVELOPMENT

A107

Action	Indicators of Success	Progress to 31 March 2007
Support the growth of community enterprise within selected organisations.	<ul style="list-style-type: none"> 3 community organisations committed and demonstrating progress 	<ul style="list-style-type: none"> Planning support to community organisations entering business awards (with Lisa Howard-Smith, Manager Community Waitakere) Continue work with Ranui Action Project on Social Enterprise initiatives
Implement the Project Twin Streams economic development action plan	<ul style="list-style-type: none"> Action plan milestones achieved 	<ul style="list-style-type: none"> Green Technology Strategic Development Group meets monthly Educational Pathways: met with interested groups to progress Unit Standards (Horticulture) Advised by TEC that Genesis Training are approved to deliver these units Oratia Farmers Market – now established as a commercial venture. Ideas generated during the community consultation phased continue to be developed
Deliver 5 Be Your Own Boss programmes	<ul style="list-style-type: none"> 60 participants complete programme 	<ul style="list-style-type: none"> Delivered 3 BYOB courses with 38 clients resulting in 23 new businesses established and a further 7 Business Plans submitted.
Identify and attract funding for projects and facilitator role	<ul style="list-style-type: none"> Funding secured of 06/07 projects and 07/08 programme 	<ul style="list-style-type: none"> Developing new 'Start-Up Assistance' programme deliverable to Waitakere-wide community
Investigate possible business training for migrants establishing in Waitakere	<ul style="list-style-type: none"> Feasibility established and appropriate action taken. 	<ul style="list-style-type: none"> Not a large enough client base to run pilot.

A108

TRAINS

A109

Action	Indicators of Success	Progress to 31 March 2007
Deliver Alternative Education, Youth Training and ESOL training as per TEC funding allocation	<ul style="list-style-type: none"> • 80% occupancy and 70% achievement of positive outcomes for youth students • 80% occupancy and 70% achievement of positive outcomes for ESOL students 	<ul style="list-style-type: none"> • 58 % occupancy and 50% positive outcomes for youth students in 2006 • 64% occupancy as at 31 March 2007 • 88% occupancy and 55% achievement of positive outcomes for ESOL students in 2006 • 98% occupancy as at 31 March 2007
Increase productivity by increasing class rooms at Bruce McLaren Rd from 4 to 7 and maximum targeted class sizes from 12 to 15	<ul style="list-style-type: none"> • Bruce McLaren Rd facility upgraded • Tutor : student ratios achieved 	<ul style="list-style-type: none"> • ESOL tutor/ student ratio 1:15 achieved
Diversify by establishing trade based Youth Training and Training Opportunities courses	<ul style="list-style-type: none"> • Trade based courses established and full 	<ul style="list-style-type: none"> • Trade-based course not achieved but feasibility still being investigated
Investigate and, if business case is established, provide after school English language tuition	<ul style="list-style-type: none"> • Profitable programme established 	<ul style="list-style-type: none"> • Course begun in Feb 2007
Diversify programmes through the establishment of additional foundation programmes through the Foundation Learning Pool	<ul style="list-style-type: none"> • \$300 000 additional programme funding attracted 	<ul style="list-style-type: none"> • Course begun in Feb 2007. Funding granted at \$87000
Investigate feasibility of programmes being run under the Workplace Literacy Funding Pool	<ul style="list-style-type: none"> • Feasibility established and appropriate action taken 	<ul style="list-style-type: none"> • No progress

AIO

COMMUNICATIONS

III

Action	Indicators of Success	Progress to 31 March 2007
Brand evolution	<ul style="list-style-type: none"> • Increased brand awareness • Buy-in from staff • Positive feedback on brand experience 	<ul style="list-style-type: none"> • External and internal brand roll out • Launch to 'family and friends' public • Internal documentation switched to new branding (90% complete)
Website development	<ul style="list-style-type: none"> • inbound enquiries • growing site traffic 	<ul style="list-style-type: none"> • Website developed and live on schedule • Programme of regular updates and 'news' being developed
Marketing toolkit/ signage	<ul style="list-style-type: none"> • wide use by EW staff • inbound enquiries • increased awareness of service offering 	<ul style="list-style-type: none"> • New office signage and stationery rolled out in February • Some collateral development but decision taken to hold further development until after 12 April Board strategic priorities meeting
PR programme	<ul style="list-style-type: none"> • Increased awareness • Use for comment by media • Inbound enquiries 	<ul style="list-style-type: none"> • PR programme will be established when re-brand is complete. Planning scheduled for April-May – after strategic priorities and team strategic planning meetings
Database	<ul style="list-style-type: none"> • Well used by staff • Increased 'client sharing' between staff • Ability to extract useful and robust business data • Reduced contact errors and GNAs over time 	<ul style="list-style-type: none"> • Outreach database established and being actively used by most staff. Issues that arise are being addressed as they occur. There have been some teething problems but these have been minor. Ongoing training is scheduled for May.

A112

	<ul style="list-style-type: none"> Increased brand awareness via use of templates 	<ul style="list-style-type: none"> Event management function now added and is being tailored to suit WE event needs
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Action	Indicators of Success	Progress to 31 March 2007
Strategic partner branding	<ul style="list-style-type: none"> Increased brand awareness Increased perceived credibility of brand Firmer ties with SPs 	<ul style="list-style-type: none"> Business Awards sponsors have agreed to carry Awards and WE material for the first time, indicating confidence in being associated with the WE brand.
Marketing support of Business Series	<ul style="list-style-type: none"> Sustainable attendance of seminars Continued presenter support/partnerships 	<ul style="list-style-type: none"> Powerful Ideas for Business Series will be begin in March 2007 Collateral materials, email correspondence and follow-up structure in place Online registration seen as simple and effective Source of referral is being closely monitored to ensure \$ spend is being used most appropriately
'Launch'	<ul style="list-style-type: none"> attendance by key business, council and strategic partners media interest in EW story positive feedback from attendees support for new initiatives 	<ul style="list-style-type: none"> Complete. 80 RSVPs from an invite list of 103. Outstanding unsolicited feedback

A113

ROBUST AND EFFECTIVE ORGANISATION

A114

Action	Indicators of Success	Progress to 31 March 2007
<p>Financial Implement XAPTA accounting software to ensure accurate, timely management information</p> <p>Diversify income streams, including non-funding related, throughout EW activity</p>	<ul style="list-style-type: none"> • Software installed • New income streams established 	<p>Software installed for 1 July 2006</p> <p>Powerful Ideas for Business, Foundation Learning Pool programme, ICDL and ESOL for primary students business cases approved and will be established in first half of 2007</p>
<p>Administration Update and maintain management systems manual for EW central</p>	<ul style="list-style-type: none"> • Manual updated and maintained 	<p>No progress</p>
<p>Human Resources Establish new office for EW Central</p> <p>Maintain health insurance, tutor special leave provisions, annual remuneration benchmarking, flexible employment practice, bi-annual staff satisfaction surveys and performance management systems</p> <p>Investigate performance related pay provisions</p>	<ul style="list-style-type: none"> • Office established • Current HR practice maintained • Performance related pay system established for TrainSmart 	<p>Move completed 16 February 2007</p> <p>Achieved</p> <p>Proposal for April Board meeting agreed with staff</p>

AIIS