



**AGENDA FOR A MEETING OF THE FINANCE AND OPERATIONAL PERFORMANCE  
COMMITTEE TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE,  
LINCOLN, WAITAKERE CITY, ON MONDAY, 7 MARCH 2005,  
COMMENCING AT 9.30 AM.**

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**PART A - OPENING OF MEETING**

**1 APOLOGIES**



**2 URGENT BUSINESS**

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

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

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

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



**3 CONFIRMATION OF MINUTES**

Meeting Minutes - Monday, 7 February 2005

**RECOMMENDATION**

That the minutes of the Meeting of the Finance and Operational Performance Committee held on Monday, 7 February 2005, as circulated, be taken as read and now be confirmed.



## **PART B - PRESENTATION**

### **4 MUSEUM OF TRANSPORT AND TECHNOLOGY PRESENTATION OF UPGRADE AND DEVELOPMENT PLANS**

#### **PURPOSE OF THE REPORT**

The purpose of this report is to introduce the presentation by the Director of the Museum of Transport and Technology in respect of its upgrade and development plans.

#### **BACKGROUND**

Council is required by statute to contribute, along with the other Local Authorities in the region, to the cost of operating, maintaining and developing the Museum of Transport and Technology. The annual levies are set in consultation with the Electoral College, on which Council has two elected representatives, and through the Museums Annual Plan process. The Museums draft Annual Plan for 2005/2006 was tabled at the March meeting of this Committee where the following resolution was passed:

*“That the Finance and Operational Performance Committee endorses the Electoral Colleges support for the 2005/2006 levy proposed by the Museum of Transport and Technology.”*

109/2005

#### **STRATEGIC CONTEXT**

The Museum of Transport and Technology is a facility contributing to the preservation of cultural and heritage history on a regional basis.

#### **ISSUES**

The Museum of Transport and Technology has, for a number of years now, been in the planning and groundwork stages of a significant upgrade and development programme. The Museum is now in the early stages of implementing the plan and this Committee has agreed to the extra funding required for the 2005/2006 financial year to enable that plan to proceed. Forecast increases for the following two years are in line with an Electoral College agreed formula of “depreciation plus an inflation adjustment on the balance of the levy”.

It is important that the Finance and Operational Performance Committee is well briefed in respect to the plans and progress being made and from the point of view of the Museum it is important that it maintains the support of Waitakere City Council through this process.

#### **CONCLUSION**

The Museum Board is planning an upgrade and further development of its facilities and the Director of the Museum will make a presentation to the Committee in respect of those plans and progress to date.

#### **RECOMMENDATION**

That the Museum of Transport and Technology Presentation of Upgrade and Development Plans report be received.

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



**PART C - LEGAL AND CONSTITUTIONAL**

**5 AFFIXATION OF COMMON SEAL**

**EXECUTION OF DOCUMENTS: 24 January 2004 to 28 February 2005**

<b>Nº</b>	<b>NAME</b>	<b>PARTICULARS</b>
3252	WCC - Zoom One International Ltd	Drainage easement in gross - Lot 2 DP 336104 - CT 148009 - 16 & 18 Rewarewa Rd - SPW 21609
3253	WCC - AP Cresswell	Drainage easement in gross - Lot 1 DP 336104 - CT 148008 - 16 & 18 Rewarewa Rd - SPW 21609
3254	WCC - Zoom One International Ltd	Drainage easement in gross - Area B DP 336104 - CT 148009 - 16 & 18 Rewarewa Rd - SPW 21609
3255	WCC - Universal Homes Ltd	Fencing agreement - Lots 1-8 DP 334681 - 14 Peachstone Lane - SPW 21907
3256	WCC - Titirangi Coastal Retreats & F Jeaffreson	Memorandum of Encumbrance for road encroachment - 12 & 14 Opou Road
3257	WCC - Jason Sheehan	Warrant of Appointment & Evidence of Identity - No.WCC181
3258	WCC - Jayesh Solanki	Warrant of Appointment & Evidence of Identity - No.WCC182
3259	WCC - Dennis Wells	Warrant of Appointment & Evidence of Identity - No.WCC183
3260	WCC	Consent to Variation of Mortgage 5773583.4 - 2 Triangle Road
3261	WCC	Consent to Variation of Mortgage 5773483.5 - 2 Triangle Road
3262	WCC - Karl Nuttall	Warrant of Appointment & Evidence of Identity - No.WCC184
3263	WCC - The Conductive Education Foundation	Deed of Lease for part of Tui Glen (part Lot 11 DP 6760)
3264	WCC - BP & K Thacker	Encumbrance re non-occupation of garage and Withdrawal of Caveat - 180 Carter Road, Oratia
3265	WCC - John McSweeney	Drainage easement in gross - CT166684 - 84 Anich Road - SPW 21891
3266	WCC	Transmission - 21.7perches being part Lot 1 DP 40729 and part NA1087/70 - Proclamation A522316
3267	WCC - RW & IA Harris	Drainage easement in gross - CT86192 - 40 & 43A Woodglen Road - SPW 20407
3268	WCC - CP & LL Muller	Drainage easement in gross - CT86191 - 40 & 43A Woodglen Road - SPW 20407
3269	WCC - Yang Sook Kim	Drainage easement in gross - CT188831 - 3 Royal Road - SPW 21897

Nº	NAME	PARTICULARS
3270	WCC - Cohousing New Zealand Ltd - ANZ National Bank Ltd	Variation of Uncompleted Works and Maintenance Bond - 457 Swanson Road - SPW 21194 & 21216
3271	WCC - 10 Arapito Ltd	Memorandum of Encumbrance - CT 698/220 - 53 Arapito Road, Titirangi - road encroachment
3272	WCC - Ronald Pritchard	Warrant of Appointment & Evidence of Identity - No.WCC185
3273	WCC - Neil Construction Ltd	Transfer pt Lot 18 DP58862 and pt Lot 13 DP 43700 - Resolution 949/2000
3274	WCC - S & K Kumar	Drainage easement in gross - CT 78778 - 40 Metcalfe Road - SPW 20929
3275	WCC - JAL Misty Valley Ltd	Drainage easement in gross - DP 347923 - 225 Henderson Valley Road - SPW 21579

### **RECOMMENDATIONS**

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

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



## **PART D - FINANCE**

### **6 OPERATING AND CAPITAL EXPENDITURE SUMMARIES**

#### **PURPOSE OF THE REPORT**

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

#### **STRATEGIC CONTEXT**

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

#### **ISSUES**

A1 This report covers expenditure for the 7 months to 31 January 2005. The financial summaries are attached at page A1.

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

#### **CONCLUSION**

Expenditure for the 6 months to 31 January 2005 is tracking well against operational budgets.

#### **RECOMMENDATION**

That the Operating and Capital Expenditure Summaries report be received.

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



### **7 STATUS OF SPECIAL FUNDS**

#### **PURPOSE OF THE REPORT**

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

#### **BACKGROUND**

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

## STRATEGIC CONTEXT

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

## ISSUES

A2 The Special Fund report is separated into restricted and non-restricted funds. The balances and summary transactions for the 7 months ended 31 January 2005 are attached at page A2.

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

## CONCLUSION

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

## RECOMMENDATION

That the Status of Special Funds report be received.

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



## 8 BORROWING AND INVESTMENT REPORT

### PURPOSE OF THE REPORT

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

A3-A8 The relevant portfolio and graphs reflect the estimated position as at 31 January 2005 and are attached at pages A3 to A8.

## STRATEGIC CONTEXT

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

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

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

## FINANCIAL IMPLICATIONS

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

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

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

## ESTIMATED SUMMARY OF BORROWING AND INVESTMENT MOVEMENTS TO JANUARY 2005

Council's estimated gross term debt position has increased by \$3.503 million since December 2004, with an estimated closing balance at January month end of \$126.728 million. Estimated working capital borrowings of \$16.820 million as at 31 January 2005 have been funded using unsecured bank loans and internal funds.

## **SIGNIFICANT FUNDING TRANSACTIONS ENTERED INTO DURING JANUARY 2005**

- Half yearly Sinking Fund contribution of \$123,000, as approved in the Annual Plan 2004/2005;
- Sinking Fund investment of \$1,720,043.22 for 42 days at an interest rate of 6.67%;
- Sinking Fund investment of \$1,843,118.05 for 42 days at an interest rate of 6.69%;
- Forward bond issue of \$10 million, issue date 15 March 2005, for 5 years at an interest rate of New Zealand 90 day Bank Bill Mid Rate plus a margin of 12 basis points.

## **FINANCIAL MARKET COMMENTARY**

### **Market Overview**

New Zealand short term interest rates have increased slightly above the trading range of 6.70% to 6.80% reported last month, to a current average over the last few weeks of 6.85%. Some financial market analysts consider that recent economic information, such as the decreasing unemployment rate and the construction industry will lead to increased pressure on the Reserve Bank of New Zealand medium term inflation target of between 1% and 3%. Such a move could result in further increases in the Official Cash Rate, currently set at 6.50%, by the Reserve Bank of New Zealand.

Longer term interest rates have continued to remain relatively stable over the month which has again resulted in a negative yield curve, where locally, short term interest rates are greater than long term interest rates.

The New Zealand dollar has continued its strengthening trend against the US dollar, or rather continued US dollar weakness, with the New Zealand dollar cross rate now firmly above 0.72 US cents.

### **Up Coming Dates**

Monetary Policy Statement	10 March 2005
Official Cash Rate announcement	28 April 2005

## **CONCLUSION**

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

## **RECOMMENDATION**

That the Borrowing and Investment report be received.

Report prepared by: Bruce Wilkin, Treasury Manager.



## 9 PAYMENTS FOR APPROVAL

### PURPOSE OF THE REPORT

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

### BACKGROUND

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

### STRATEGIC CONTEXT

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

### PAYMENTS

A9-A15

A summary schedule of payments made for the period 31 December 2004 to 10 February 2005 is attached at page A9. A further schedule of all payments of \$5,000 and above, together with the reason for the payment is attached at pages A10 to A15. If a committee member wishes to ask specific questions relating to any of these payments, prior to the meeting, then such questions can be directed to the Director: Finance.

### CONCLUSION

The summary schedule of payments is shown for the period 12 November 2004 to 30 December 2004. Payments have been provided for in accordance with approved budgets.

### RECOMMENDATIONS

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

Report prepared by: Andrew Pollock, Director, Finance.



## **PART E - GENERAL**

### **10 QUARTERLY PERFORMANCE REPORT - SECOND QUARTER 2004/2005**

#### **PURPOSE OF THE REPORT**

This report enables the Finance and Operational Performance Committee to monitor the achievement of the quarterly performance targets. This report includes performance results for the second quarter of the 2004/2005 Annual Plan.

#### **BACKGROUND**

The performance measures in the Annual Plan relate to the Council's strategic objectives for the City. These performance measures are reported when available on a quarterly basis.

#### **STRATEGIC CONTEXT**

The performance measures in the Annual Plan relate to strategic objectives and provide a way of measuring the extent to which the objectives are being achieved. This report provides an opportunity for the Committee to review performance results and identify any issues relating to meeting targets or the strategic objectives.

#### **ISSUES**

##### **Second Quarter Results (October - December 2004)**

A16-A22

The performance results for the second quarter of 2004/2005 are summarised below. The complete list of the second quarter results for 2004/2005 is attached at pages A16 to A22.

Of the 45 performance results reported in the second quarter of 2004/2005, 87% are on track to meet or exceed target, with no measures unreported.

##### **Positive Results**

- There is an increase (from last year) in number of businesses (10.6% increase) and local jobs (5% increase) in Waitakere City. Growth includes increase in core business clusters i.e. boat building and film industries;
- The number of visits to the West Wave Aquatic Centre continues to increase (results are higher than the corresponding quarter last year);
- The number of people working in partnership with the Council in Green Network projects has increased (compared with last year's figures);
- There is a higher percentage of vehicles tested at the Testing Station that have passed overseas emission standards (74%);
- The number of casual hirers using community centres continues to increase.

##### **Key Issues**

- The overall voter participation for the local elections was 35.8% which is only minimally higher than the 2001 elections (35.0% voter return). This is lower than the other Auckland region cities; Rodney 45.2%, North Shore 35.2%, Auckland 48.4%, Manukau 39.8%, Papakura 40.2%, and Franklin 45.8%.

- There is more city council collected domestic waste per person deposited at the Transfer Station. This result is higher than that of both the previous quarter and the corresponding quarter last year. The introduction of a larger bin for recycling next year and the potential for a separate kitchen food waste collection service are initiatives to effectively reduce the domestic waste volume. It should be noted that Council has gained a larger market share through the grey bag service with one of the private competitors intending to depart the market entirely by July 2005.

## CONCLUSION

Of the performance measures reported in the second quarter, the majority are on track to meet target. The third quarter results will be reported to the Finance and Operational Committee in May, 2005.

## RECOMMENDATION

That the Quarterly Performance Report - Second Quarter 2004/2005 report be received.

Report prepared by: Janelle Anthony, Strategic Planner, Monitoring.



## 11 COMMUNITY CENTRE SIX MONTHLY PERFORMANCE REPORT - JULY 2004 TO DECEMBER 2004

### PURPOSE OF REPORT

The purpose of the report is to inform the Finance and Operational Performance Committee on the Community Centres six monthly performance for the 2004/2005 financial year and to update on current operations.

### BACKGROUND

Council owns and manages six Community Centres that cater for a wide range of community groups and activities through the provision of bookable spaces and the facilitation of activities. Community Centres also play a role in hosting civic events, including the City's key festivals such as the Going West Literary Festival (including Storyfest) and the Moon Festival.

Community Centres also play host to a number of community events & festivals – examples include the Waitakere Secondary Schools Career Expo, Wellbeing Health Summit, Te Atatu Christmas Parade and other cultural events. Local and Central Government meetings and workshops, corporate conferences and functions, and many more one-off celebrations are also staged at the Community Centres.

The other major role of the Community Centres is to provide space for community groups to meet and participate in local activities.

### STRATEGIC CONTEXT

The Centres contribute to Council's strategic and policy objectives within the Wellbeing Support pathway by providing accessible public buildings which contribute to a sense of belonging and foster community well-being. The First Call for Children policy also has significant relevance in identifying the need for provision of programmes within the centres for youth.

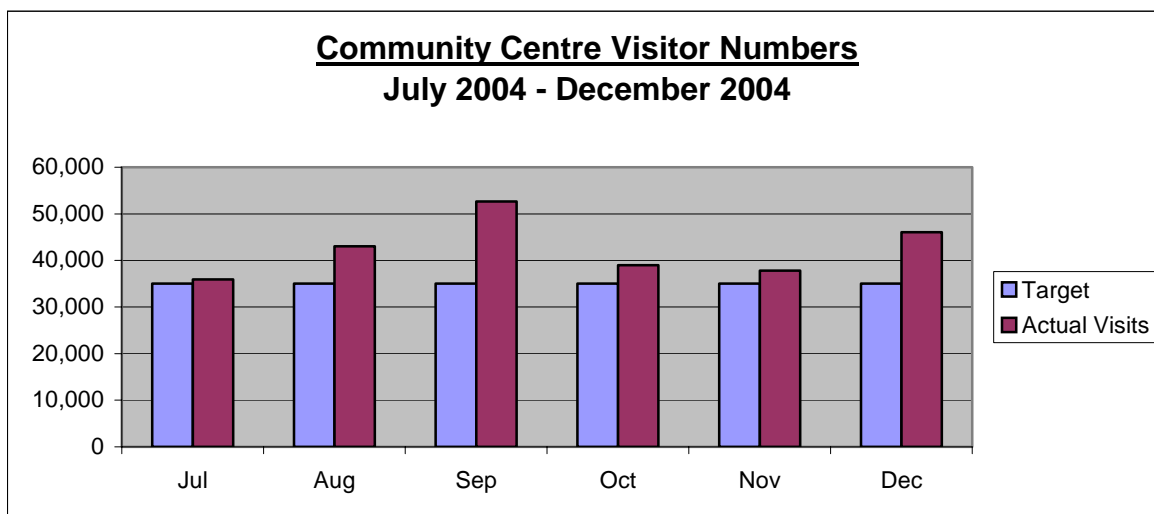
Council adopted a Community Facilities Plan in 2000, which outlines the strategies and actions to be undertaken over the next ten years on how Council will help to provide buildings for the general community to use.

**ISSUES**

**Six Monthly Performance Measures**

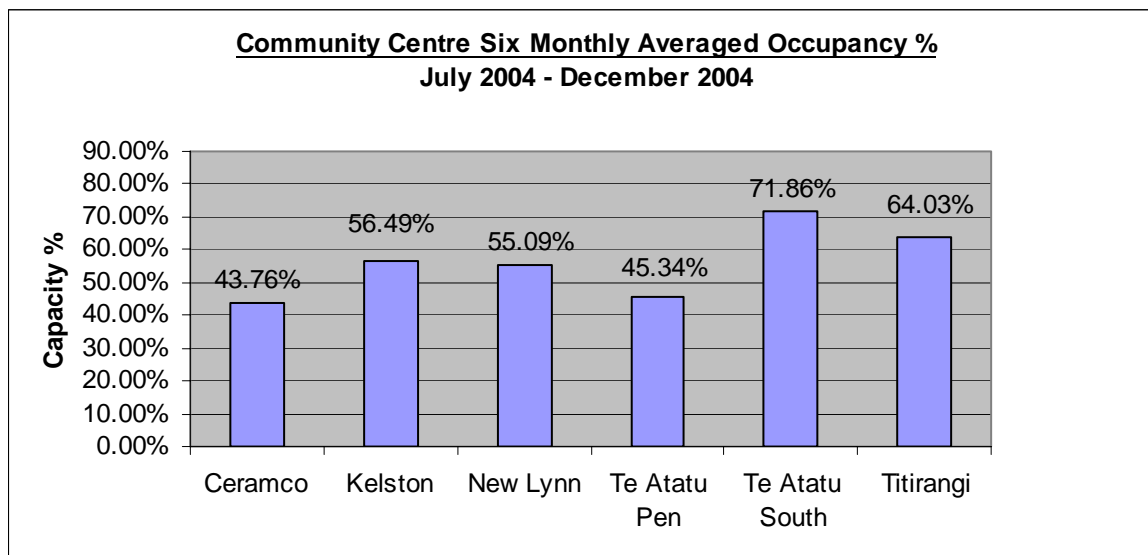
The key measures of Community Centre performances are number of visits, volume of occupancy, and achievement of financial targets.

**Number of Visits**



A total of 254,517 people have visited the Centres to attend some form of activity or event during July to December 2004. The target set for this period is 193,000 visitors, which has been exceeded significantly. This is due to an increase in weekend hirers and existing user groups requesting more bookings. Major events such as Going West, Moon Festival and West Auckland Secondary Schools Careers Expo continue to bring in strong visitor numbers.

**Six Monthly Averaged Occupancy**

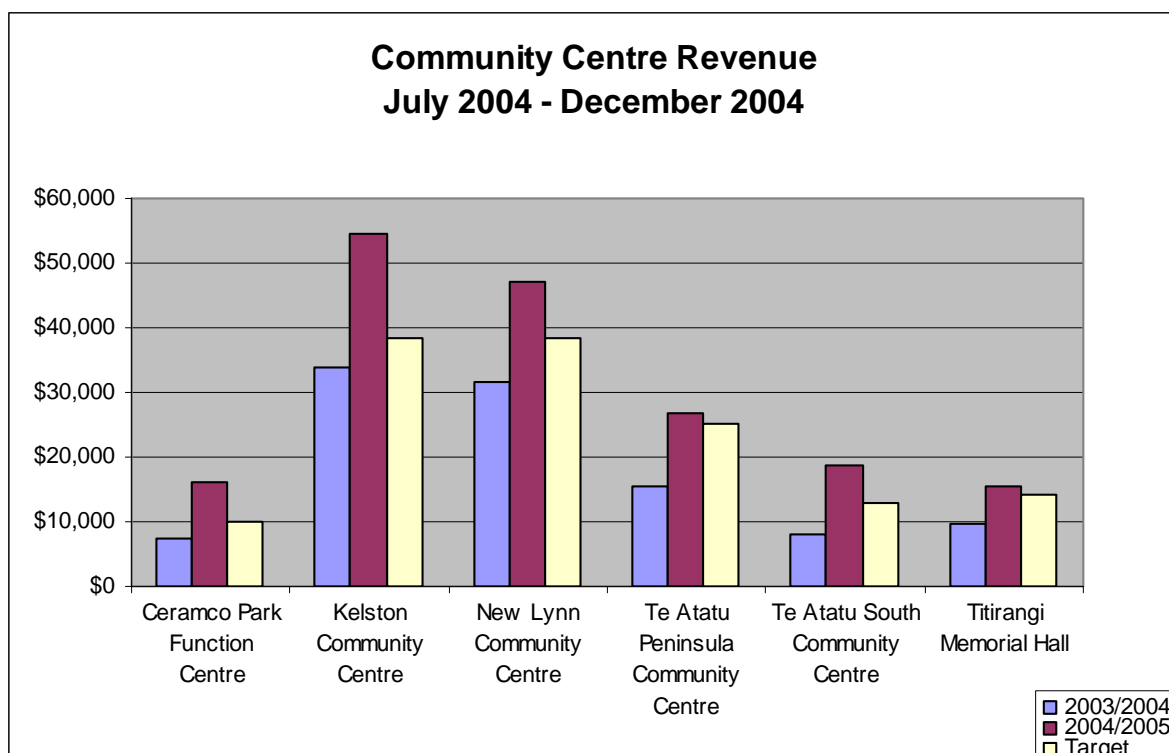


A23

The target occupancy (or overall percentage of room usage) set for 2004/2005 for all Community Centres is 55%. Kelston, New Lynn and Te Atatu Peninsula occupancy levels are affected by the low use of its smaller rooms. Te Atatu South and Titirangi have relatively high occupancy rates and are counted as one room Centres as sound issues prevent more than one room being used at a time. The main halls in these affected Centres have a 70% occupancy rate. Attached at page A23 is a breakdown of the occupancy levels per room per Centre to illustrate this. Overall the Community Centres average occupancy is 53.67%.

### Financial

The actual revenue six monthly figures from 2003/2004 and 2004/2005 Community Centre hireage are as follows:



A23

Revenue generated by our major Centres has increased significantly in comparison to last year's figures. The total income for the Community Centres for this period was \$178,623 an increase in comparison to 2003/2004 figure of \$106,528. This information is presented in a table format attached at page A23.

The increase in revenue is due to the following factors:

- An income in advance adjustment transferring revenue from 2003/2004 to 2004/2005 to marry revenue and bookings to the appropriate financial year. Bookings for the ensuing year made in the current financial year, are not invoiced prior to commencement of the ensuing year;
- Some user groups demanding more time as their classes were experiencing growth;
- Weekend functions in particular weddings have made a major contribution to both Te Atatu Centres six monthly figure. In previous financials years the Te Atatu Centres were not performing well due to the reduction in socials as a result of the introduction of mandatory security guards.

## Promotions and Publicity

Generic advertising for Community Centre activities currently consists of individual Centre flyers (approx 2,000 distributed per centre, per annum), posters, community signage and through Council's website. Monthly advertisements are also placed in The Aucklander.

The following work is also being carried out:

- Preparation is underway for the first Community Centre Open Day to be held at New Lynn, Te Atatu Peninsula and Kelston Community Centre in April. User groups have been invited to participate showcasing their activities through performances /demonstration and display boards. The Open Day will be a good opportunity for residents to have a look at the facility and its activities;
- A quarterly newsletter to all user groups and interested parties will be sent out in March. The newsletter is to update user groups on housekeeping issues and major events taking place in and around the Centre.

## CONCLUSION

**For the period of July 2004 - December 2004 the following has been achieved:**

- Approximately 254,517 people visited Waitakere Community Centres. This exceeds the target for the period;
- Community Centres average occupancy rates are 53%, which is 2% under its target. This target is affected by the low use of its smaller rooms;
- A Generic Community Centre marketing and promotion initiative continues with a focus on promoting Ceramco Park Function Centre as a conference facility;
- The total income for the Community Centres for this period was \$178,623. All Community Centres have increased in comparison to last financial year actual six monthly figures.

## RECOMMENDATION

That the Community Centre Six Monthly Performance Report - July 2004 to December 2004 be received.

Report prepared by: Robert Matamu, Community Activity Facilitator, Leisure Services.



12 **MASSEY LEISURE CENTRE SIX MONTH PERFORMANCE REPORT (JULY - DECEMBER 2004)**

**PURPOSE OF THE REPORT**

The purpose of this report is to update the Finance and Operational Performance Committee on the performance of the Massey Leisure Centre for the period July - December 2004. Karen Legg, Centre Manager, will attend the meeting to answer any questions the Committee may have.

**BACKGROUND**

The Massey Leisure Centre is a purpose built facility which has a fitness centre, two-court stadium, an Early Childhood Centre and a sub-dividable community meeting/activity room. The Massey Leisure Centre is externally managed and Council has a management agreement with the YMCA for the operation of the facility. The agreement has been in place since the facility opened in 1999 and was renewed on 1 July 2003.

Officers negotiate the subsidy level and targets annually with the YMCA. In 2003/2004 the operating subsidy was reduced from \$135,000 to \$100,000. In addition, the YMCA agreed to deliver an increased level of youth programmes and services.

The Massey Leisure Centre provides a range of recreation, leisure and sport programmes, as well as providing hall/stadium hire and meeting space for community and user groups.

**STRATEGIC CONTEXT**

Council leisure facilities and activities contribute significantly to the wellbeing of the City's residents, by providing recreation opportunities that promote health and social cohesion. The Council's Leisure Strategy, Community Facility Plan, Parks Strategy, Youth Recreation Needs Assessment and the Funding Policy guide the provision of these facilities and activities to ensure that they are available to all residents, responsive to changing demands and provided efficiently.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided.

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

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

**ISSUES**

The most significant challenges faced by Massey Leisure Centre throughout the past six months involve staff. Several key staff have left to take up other opportunities and subsequently new staff have been appointed. Karen Legg has been appointed Centre Manager after Christine Walter announced she would be returning to manage the Ellerslie YMCA. Karen Legg officially started on 1 February 2005. This is the third change in management at the Centre in the last 14 months. Karen Legg and Christine Walter have been working together since December to ensure a comprehensive hand over with minimal impact on centre operations. In addition two fitness instructors left in December.

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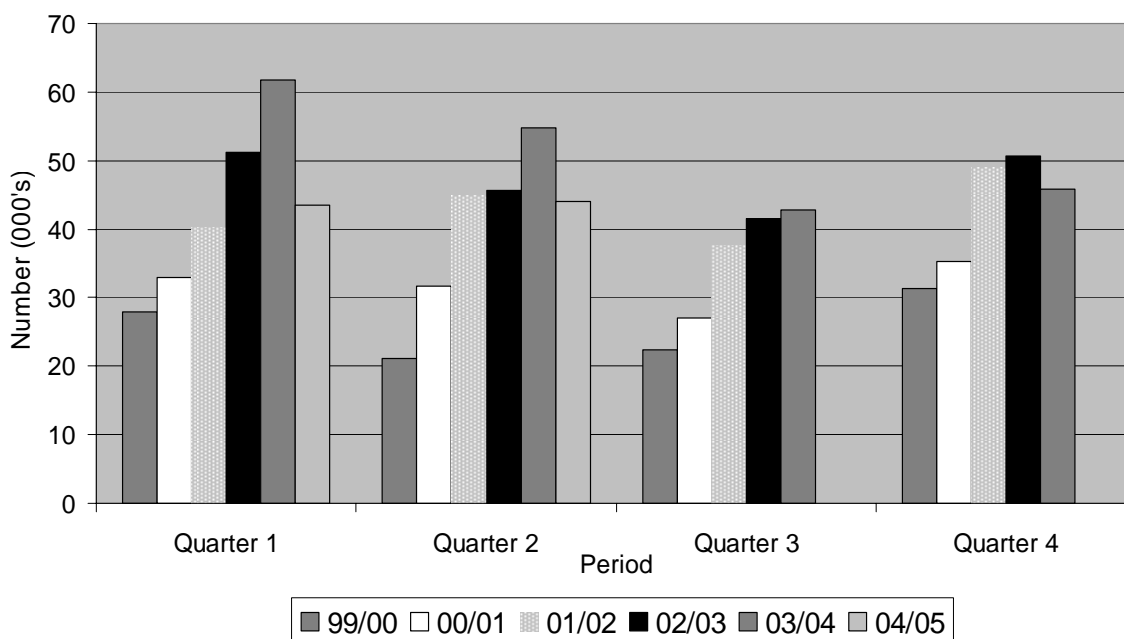
Shella Chou-Lee has been appointed as the new sports league co-ordinator. This role has evolved in response to the declining interest in sport leagues at the Centre and increased competitor competition.

The Centre is also currently experiencing problems with graffiti. The large wooden seat that is in the corridor of stage 2 is constantly being vandalised. The artist re-sanded the seat in September 2004 to remove the “tagging” at a cost to Council of approximately \$800. Within weeks the graffiti reappeared. Centre management are also experiencing problems in the Don Buck toilets. It is becoming increasingly difficult to remove the graffiti from the varnished skirting boards without taking the protective layer off. Council Officers are currently working with Centre management to come up with some pro-active measures to decrease the amount of vandalism.

### Participation Statistics

The total visitors numbers over the six-month period were 87,669 (43,550 for first quarter and 44,119 for the second quarter), which is about 8 percent below the target of 95,555. The last six-month period was also lower than the comparable period in each of the previous two years. This trend is highlighted in the graph below. Continuing decline in the netball, soccer and basketball leagues combined with a conscious decision to decrease the number of children’s gymnastics classes has meant that the Centre is operating at a level below its target for overall visitor numbers.

Massey Leisure Centre Total Visitor Numbers



Several steps have been taken to address the current decline in visitors to the Centre which include:

- programme diversification, for example increased hours of operation in the early childhood centre;
- increased staffing with specific focus on low performing areas;
- marketing and promotional drives such as the resurrection of the Massey Centre Times.

There is also concern about the validity of some of the previously reported statistics. Council officers first raised concerns at the beginning of the 2004/2005 year. Council was officially notified in the first quarterly report submitted by Massey Leisure Centre.

There have been some inconsistencies in statistics used for reporting in the past. To ensure statistics are recorded accurately in future management have formulated a written policy detailing how to compile the statistics.

### **Programme and Facility Summary**

Children's programmes have been particularly successful during this six month period, achieving well in excess of participation targets, particularly in the second quarter. This has assisted the overall Centre visitor numbers and supported the somewhat poor performing adult programmes. In particular, the home school group and children's holiday programmes have continued to be very successful. The children's gymnastic programme was audited by a national YMCA representative in the first quarter. The results showed that the Centre's programme is one of the best nationally.

Overall, adult programmes struggled and visitor numbers were down by 9,481 from the same period last year and 11,297 below this year's six month target, largely due to the sports leagues continuing to struggle in the first two quarters. The opening of The Trusts Stadium offering similar programmes on the same nights as Massey has continued the decrease in the number of teams participating in the Massey leagues. In response Massey has appointed a person whose prime purpose is to promote and grow the leagues, combined with a greater focus on marketing. In August, Centre management proposed new visitor targets for the leagues, however Massey were informed they would need to concurrently submit a plan to address growth and programme diversification. Management is currently working on these matters.

The group fitness (aerobics) and the fitness centre are also not meeting current targets. The fitness centre is 21% below target however customer feedback received as part of the customer satisfaction survey indicates that the Centre is running at maximum capacity at peak times. The most frequent comment from members was the lack of space in the fitness centre. Staff are currently strategising on how best to utilise off peak time.

Targets for the use of the Community room are an ongoing issue. The current target is 9,360, however, only 3,559 visitors used the room during the six month period. The YMCA have previously employed a person to promote the room and encourage usage, however this was not successful. There are issues around hiring the facility on a regular basis or for a full day due to clashes with YMCA programmed events. Feedback via the YMCA from the Community suggests that the room is too small to cater for functions such as birthdays and social events as originally planned.

In August 2004 the YMCA installed mirrors along one wall of the Don Buck room in a bid to increase the usage of the room, for example for creative dance. The installation was agreed to under the condition that the YMCA could provide evidence that the Community were largely in support of the mirrors and that by placing mirrors in the room Community groups would be drawn to hire the room that previously had said it was unsuitable. As a result three additional hirers have booked the room on a regular basis with several other groups indicating a desire to hire the room at the start of the new term.

In December Centre management asked Council for approval to increase the hours of operation of their Early Childhood Centre from 9 am - 12 pm to 8.30 am - 3 pm to meet community demand. This is an extension of a trial period where the Centre opened on Mondays, Tuesdays and Wednesdays during school holidays. The Centre is not currently operating at full capacity. By increasing the hours of operation the facility aims to increase visitor numbers and draw potential members to the Centre. The Director: City Services is currently reviewing the request.

Staff have been working on updating the health and safety plan for the past six months and have recently formed a health and safety committee to further the safety of staff and users while using the Centre. As part of monitoring quality assurance in March 2005 Council Officers will be auditing the performance of Council's key leisure contractors. The audit will cover areas such as health and safety, customer satisfaction and procedures.

### Customer Satisfaction Survey

A customer satisfaction survey was carried out over October/November 2004 with 92 respondents completing the survey. Under the management agreement the following key performance indicators have been set to measure the overall performance of the YMCA in the management and operation of the centre and must be measured annually:

- 80% satisfaction with the overall service at the Centre;
- 80% satisfaction with value for money at the Centre;
- 80% satisfaction with the variety of programmes offered at the Centre;
- 80% satisfaction with the quality of the programmes at the Centre.

In addition, information was sought about the cleanliness of facilities, helpfulness of staff, amount of supervision, areas for improvement and additional programmes and or services the community would like to see. There are no key targets set in these areas.

**Table 1 is a summary of the results:**

	Level of service rated very good or excellent	Council KPI
The standard of service overall is:	76 %	80 %
Reception Service/helpfulness is:	72 %	
Fitness Centre service/helpfulness is:	80 %	
Crèche service/helpfulness is:	85 %	
Programme staff service / helpfulness is:	55 %	
Cleanliness overall is:	56 %	
The level of supervision is:	51 %	
Value for money is:	73 %	80 %
Would you refer Massey Leisure centre to others?	73 %	
The overall appearance and presentation is:	73 %	
Changing room cleanliness is:	62 %	
General cleanliness:	68 %	
The level of maintenance is:	56 %	
The range of programmes and services is:	78 %	80 %
The standard of programmes /service delivery is:	74 %	80 %
The standard of instructing /coaching is:	84%	

The survey highlighted that current key performance targets of 80% are realistic but stretching the YMCA.

The survey identified concerns particularly around the level of service and cleanliness of the Centre. Council officers and management have met to discuss the concerns and agreed upon an action plan to address the issues raised and investigate customer comments which will be re-accessed in July. In the meantime, management have contracted a new cleaning company, appointed staff with a high customer service focus to key customer contact roles and management are investigating customer service training for staff.

## Youth

In the 2004/2005 contract a significant proportion of the operating subsidy provided to YMCA was to be attributed to developing the "Raise up n Represent" programme in Waitakere further.

The "Raise up Crew" is made up of youth who have been identified as having strong leadership skills and can channel opinions of youth in their Community. The Crew has representatives from most of the West Auckland high schools and are all volunteers who assist YMCA staff to provide youth programmes and events under the banner Raise up n Represent. The volunteers meet weekly to plan events and offer feedback on events. Each fortnight Youthline offer personal development in leadership skills. This has proved to be a major success factor for the Raise up Crew. At the end of the first 6 week block in September the YMCA staff took the volunteers away for a weekend camp.

The "Raise up n Represent" programme is targeted at 13 - 18 year olds "to give youth a safe and healthy environment in which to relax, socialise, and achieve their goals. The aim is to support youth in being physically fit, to encourage personal ownership and leadership, and to foster a sense of pride and respect for themselves, and the communities in which they live."

The regular youth Raise up n Represent programmes include a well established Friday night for youth, with an average of 200 youth attending weekly. Activities include a basketball league, break dancing, table tennis and hip hop dance classes. The Centre is also offering a homework space for youth. This has been set up in conjunction with the library. Numbers have slowly increased over the last six months and currently an average of 23 youth attend weekly.

### **YMCA Programmes at New Lynn Community Centre**

In the last six month period the youth crew diversified and, in addition to running programmes such as basketball competitions, offered two new initiatives: outdoor activities and workshops. The outdoor activities involved abseiling in the Waitakere ranges, professional surf lessons and a day trip Snorkelling. Approximately 13-20 youth had the opportunity to participate. The workshops involved taking groups of youth to visit the Unitec music studios. The workshops provided information about the possibility of studying music after school. The workshops were so successful the YMCA would like to repeat them in the next six month period.

The regular Wednesday youth programme facilitated by the Raise up staff from 4.30 - 7.30 pm where there is a range of games such as 3 on 3 basketball competitions and table tennis was struggling to attract participants. However, in the last six month period the Crew focused on marketing through the high schools and has now started to grow with an average of 27 youth attending each week.

Massey has been working hard on developing youth programmes at New Lynn Community Centre but is still experiencing difficulties in attracting youth to the events. They are committed to turning this around so youth in the community have the opportunity to take part in positive programmes. The founding of the Raise up Crew was to aid in taking ownership over the events and promotion.

## **RESOURCES**

Through the 2003/2004 Annual Plan an operating subsidy of \$135,000 was provided for Massey Leisure Centre. This subsidy has since been reduced to \$100,000.

Staff for relationship management, coordination and contract monitoring have also been provided for through the Annual Plan.

## CONCLUSION

Massey Leisure Centre has had a challenging year but has achieved some success. Changes in management, key staff and problems with accurately recording statistical information have impinged on visitor numbers and overall performance in the last six months. However, Centre management are committed to addressing the areas of concern.

## RECOMMENDATION

That the Massey Leisure Centre Six Month Performance Report (July - December 2004) report be received.

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



## 13 SPORT WAITAKERE - SIX MONTH PERFORMANCE REPORT FOR 2004/2005 YEAR

### PURPOSE OF THE REPORT

The purpose of this report is to provide a summary on Sport Waitakere's performance in meeting the targets and objectives set out in the Funding and Service Agreement for the first six months of the 2004/2005 year. Lynette Adams, Sport Waitakere's General Manager will be attending the meeting to present a summary of Sport Waitakere's progress and to answer any questions that the Committee may have.

### BACKGROUND

Council has an annual Funding and Service Agreement with Sport Waitakere. Under the agreement Sport Waitakere is required to provide a certain level of programmes and services to the Waitakere community. Each year Council and Sport Waitakere agree on specific objectives to be achieved. The objectives agreed upon for 2004/2005 were:

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

Within each of these objectives Council and Sport Waitakere negotiated the programmes and services that are to be provided by Sport Waitakere and targets for each are set accordingly. This report is an update on how Sport Waitakere is performing against those targets for the first six months of the contract.

## STRATEGIC CONTEXT

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

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

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

## ISSUES

Sport Waitakere has made significant progress against the Funding and Service Agreement. Of the 43 annual deliverables outlined in the Agreement, Sport Waitakere have completed 17 and eight are close to completion.

As part of the recovery plan Sport Waitakere have re-evaluated their direction and subsequently have alerted Council that they will not be fulfilling seven of their contractual objectives. They are:

- Providing holiday programmes for Maori;
- Offering a ten pin bowling league;
- Hosting youth forums;
- Providing coaching courses;
- Offering a walking club;
- Offering health liaison forums;
- Supporting Pacifica.

Sport Waitakere management and Council staff are negotiating alternative events and programmes for the seven objectives that Sport Waitakere can not complete. Two of the targets, (providing coaching and offering a walking group) are being provided however Sport Waitakere will not achieve the participation targets as set out in the Funding and Service Agreement.

This report addresses the four key programme areas as outlined above in relation to Sport Waitakere's performance noting both highlights and challenges experienced in the first two quarters of the 2004/2005 year. It is also important to note that individual performance targets and objectives do not hold equal weighting.

## Active Health

Sport Waitakere's key event for the six month period was Push Play, hosted in November. Push Play is a nation-wide campaign initiated by Sport and Recreation New Zealand. It is about getting more people more active by encouraging 30 minutes of exercise a day. This year Sport Waitakere facilitated:

- an activity chart challenge;
- a schools' activity challenge;
- a clubs' open day;
- a Community Sports Expo.

For the activity chart challenge students were asked to track the number of minutes spent being physically active. This activity was done over a four week period and involved 120 classes from local schools. The schools activity challenge was an inter-school challenge. Two hundred students from local intermediate schools gathered at Waitemata Rugby Club and participated in a five code circuit (two of which were sports normally played by people with disabilities). A New Zealand Lacrosse representative and two Black Sox members were present on the day to sign autographs and assist in promoting the benefits of physical activity. The school with the highest score at the end of five rotations won a trip to Valentines.

Part of the Push Play campaign was co-ordinating a clubs' open day on Saturday 6 November. Unfortunately only five clubs choose to participate in the open day. Those clubs which participated reported mixed feelings about the success of the day. Similarly, the Sports Expo was not as successful as previous Push Play campaigns. Approximately 1,500 people visited the expo, however, the target is 3,000. Sport Waitakere provided the following possible reasons for lower than targeted participation:

- Unstable links and lack of communication between activity groups/sports clubs in City;
- The event was hosted on a Sunday;
- It was the 3<sup>rd</sup> of three large events at the Stadium over the weekend;
- It was the first weekend of the summer with pleasant weather.

## Active Communities

Active Communities is about working with identified Communities to increase their awareness of, and participation in, sport and leisure activities including recognising and supporting high performers.

As part of Sport Waitakere's performance targets, it is required to promote scholarship opportunities and to award scholarships to local sporting people. During the year the Auckland University of Technology gave five scholarships and Don Oliver gave nine scholarships to be awarded. All of the Don Oliver scholars have been successfully linked to the Athlete Career Education Pathway. This offers athletes the opportunity to meet with an advisor three times a year to assist with balancing their career, sport, finances and education.

On Friday, 26 November 2004 Sport Waitakere hosted the Waitakere Sporting Excellence Awards at The Trusts Stadium. The awards are an opportunity to recognise both individual and team excellence within the athletes chosen field. This may be represented by outstanding performance or exceptional commitment. The ceremony was well received with around 400 guests. Sport Waitakere secured Pio Terei as the masters of ceremonies.

The Kiwisport Leadership programme facilitated by Sport Waitakere has been very successful with two classes of 25 students from Hoani Waititi Marae participating in the course and initial talks with the West Auckland Young mothers group about providing the course as part of their curriculum.

### **Active Youth**

Sport Waitakere facilitate and deliver two youth programmes, one at Te Atatu Community Centre and the other at The Trusts Stadium (previously delivered at Glen Eden Intermediate School). These events allow youth to come along and join in the sporting and leisure activities provided each week. Late last year Sport Waitakere re-branded the programme from Street Sports to Sport Explore to better reflect the purpose of the programme. In September to launch the “new” brand Sport Waitakere hosted an open evening which a total of 124 youth and 13 volunteers attended. The last quarter has seen a growth in the average attendance from 17 youth per event to 40 at The Trusts Stadium and 29 at Te Atatu in the last six months.

On 9 November 2004 Sport Waitakere offered a free “taster” session for students with disabilities. The session was run in conjunction with the Halberg Trust. Five different Special Education Units, with a total of 46 students participated in the day. Students were given the opportunity to participate in various modified sports. Around 10 SENZ Training and Employment Centre volunteers also offered support on the day.

### **Sport Development**

The aim of the ‘Sport Development’ programme is to establish Sport Waitakere as the key local supporter, advocate and facilitator in the sporting Community. Cathy Newman has been contracted to assist with the running of the Sport Development position and setting up procedures while in the process of finding a suitable permanent applicant. In the last contractual year Sport Waitakere struggled to meet some of its key targets in the Sport Development area due to a lack of resources. The recruitment of a consultant has significantly increased the number of targets achieved in this area.

A primary focus has been on delivering courses for sporting organisations. The courses focus on increasing sporting clubs’ capability and knowledge in the management of sport. The courses cover topics such as governance and planning, risk management, legal issues, general Coaching level 0 and 1, and book keeping. Although the first course had to be cancelled due to low registrations pre Christmas it is envisaged next quarters courses will be well received.

### **Reporting Against The Recovery Plan**

In July 2004 the Board of Sport Waitakere developed a recovery plan to aid in increasing key stakeholder confidence and performance of the organisation. The recovery plan was presented to the Committee by Lynette Adams, General Manager and Nick Schouten, Sport Waitakere Chair, in September 2004. The recovery plan set out the immediate steps they considered necessary to remedy Sport Waitakere’s position. The information below provides a summary of Sport Waitakere performance against the recovery plan and improvements to date.

Waitakere Regional Sports Trust have created two separate management boards, one governing Sport Waitakere and one governing The Trusts Stadium. Sarah Dunning from Harbour Sport has been contracted as Acting Chief Executive Officer. Sarah is working two days a week at Sport Waitakere and three days a week at Harbour Sport. Sarah’s role involves mentoring Lynette Adams and providing expertise in governance and Board management.

To start addressing concerns over Sport Waitakere's credibility they have hosted three forums with over 110 attendees. Sport Waitakere used the forums to openly discuss what had happened, their immediate goals and their future ambitions.

Sport Waitakere have carried out a review of all financial systems. This resulted in a decision to separate the finances of Sport Waitakere and The Trusts Stadium. A complete separation is yet to be achieved. A budget has been developed for Sport Waitakere and they intend to create separate cost centres for each programme delivered.

The Council is yet to be satisfied with the standard of accountability provided by Sport Waitakere. Leisure Services has requested the Director: Quality Assurance to carry out an audit of Sport Waitakere's financial systems and controls. The payment of the fourth quarterly instalment will be contingent on whether the Director: Quality Assurance is confident that appropriate financial systems and controls are in place and the performance measures outlined in the Funding and Service Agreement are met to a satisfactory level.

The financial audit will be part of the quality assurance audit which will evaluate the success of the recovery plan and assess the overall performance of Sport Waitakere. The audit will address such areas as health and safety, procedural management and customer satisfaction. The results will be presented to the Committee as part of the next six month performance report. The audit is being paid for from the Leisure Services budget.

Anne Knight, an independent Consultant is working with Sport Waitakere to develop a strategic plan. The plan is expected to be completed in March 2005. Part of Sport Waitakere's review involves a key change in the way in which Sport Waitakere conducts its current business and involves a move away from the direct delivery of programmes and towards the facilitation of programmes and offering support to others. The main reason for the change is to increase Sport Waitakere's sustainability. From the strategic plan a business plan will be developed to guide day-to-day operations.

Lynette Adams has been developing administrative procedures to streamline efficiency including the development and a performance development system to address individual performance, strengths and weaknesses. Concurrently work has been undertaken to up skill staff in the areas of risk management, leadership and team building.

## **RESOURCES**

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

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

## **CONCLUSION**

Sport Waitakere has made significant progress in the last six months. Of the 43 deliverables outlined in the Funding and Service Agreement, Sport Waitakere have fully completed 17 targets and eight targets are close to completion. Sport Waitakere have identified seven targets under the agreement that they will not achieve. Sport Waitakere management and Council staff are negotiating alternative events and programmes for the seven objectives that Sport Waitakere can not complete.

There have been significant improvements in communication and programme quality, however, Sport Waitakere still need to address some areas of performance. Council Officers will continue to monitor the contract and an audit will be taking place in March/April to further monitor the performance of Sport Waitakere against their recovery plan. The payment of the fourth quarterly instalment will be contingent on whether the Director: Quality Assurance is confident that appropriate financial systems and controls are in place and the performance measures outlined in the Funding and Service Agreement are met to a satisfactory level. Sport Waitakere is reviewing its strategic direction and are proposing to focus more on facilitation than delivery of programmes and events.

### **RECOMMENDATION**

That the Sport Waitakere - Six Month Performance Report for 2004/2005 Year be received.

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



## **14 WAITAKERE CITIZENS ADVICE BUREAUX: SIX MONTHLY REPORT**

### **PURPOSE OF THE REPORT**

The purpose of this report is to inform the Financial and Operational Performance Committee of the performance and achievements of the Waitakere Citizens Advice Bureau Incorporated and the four Citizens Advice Bureaux within Waitakere with whom Council has Service Agreements, during the period July to December 2004.

### **BACKGROUND**

In 2004/2005 financial year Council provided funding of \$325,000 to Waitakere Citizens Advice Bureau Incorporated to administer the City's four Citizens Advice Bureaux. This funding enables Waitakere Citizens Advice Bureau Inc. to ensure that each of the City's four Citizens Advice Bureaux provides information and advisory services to Waitakere residents. A three year service agreement for the period 2003/2006, between Council and Waitakere Citizens Advice Bureau Incorporated was signed in 2003 signifying Council's long term commitment to this partnership. Key performance measures, targets and funding is negotiated annually.

### **STRATEGIC CONTEXT**

Council's relationship with the four Citizens Advice Bureaux has been significant since their establishment in the City.

Citizens Advice Bureaux are a contributor to Council's *Strong Communities* strategic platform by being a key provider of publicly accessible information and advisory services and one of the social support agencies in the community which is able to affect health and wellbeing outcomes by assisting citizens to make informed choices about their lives.

The service also supports the Council's Lifelong Learning priority by being one or a range of services that make information accessible to residents on a wide range of subjects and topics.

Council adopted policy objectives are reflected in the contract objectives and performance measures of the funding agreement with Waitakere Citizens Advice Bureau Incorporated as follows:

1. Foster a continuing partnership between Council and the Citizens Advice Bureaux which strengthens communication and an exchange of information and support.
2. Provide and develop local information infrastructure for Waitakere City.
3. Enable access by a wide range of residents to Citizens Advice Bureaux services and information.
4. Communicate accurate and helpful information to assist residents in their choices concerning education, health and housing, their rights and responsibilities, and their life-long learning.
5. Co-operate with other community organisations in an integrated approach to meeting similar goals.

### SUMMARY OF PERFORMANCE

During the six month period of July to December 2004 Waitakere Citizens Advice Bureau Incorporated complied with all contract targets and is on track with the projected number of enquiries for the year.

During the period of July to December 2004, 21,554 enquiries were fielded by the four Citizens Advice Bureaux. This is an increase of 1336 inquiries from the same period in 2003.

The following summary breaks down the type of enquiry, highlighting trends for Citizens Advice Bureaux:

Category 1	Decrease	11.4%	Education: schools, classes and courses
Category 2	Decrease	3.1%	Employment and consumer issues
Category 3	Decrease	11.9%	Budgeting and general financial services
Category 4	Decrease	2.3%	Health and welfare including food parcels
Category 5	Decrease	15.2%	Accommodation and housing
Category 6	Decrease	22.5%	Legal enquiries
Category 7	<b>Increase</b>	43.8%	Use of Citizens Advice Bureaux facilities, Waitakere City Council and neighbourhood problems, local social and sports clubs
Category 8	Decrease	13.1%	Relationships and counselling
Category 9	<b>Increase</b>	9.1%	Motor vehicles, travel and immigration

Overall, the number of enquiries has remained relatively steady with a small increase in the total for all categories. The large differences in categories 6 and 7 relate to a change in policy set by the National Head Office. This policy directs that where outside agencies or individuals use Citizens Advice Bureaux facilities to provide a service or clinic such as Inland Revenue and Justices of the Peace, these clients should now be counted under Category 7.

The demand for Justice of the Peace services continues to grow rapidly. This is a service which is predominantly used by migrants.

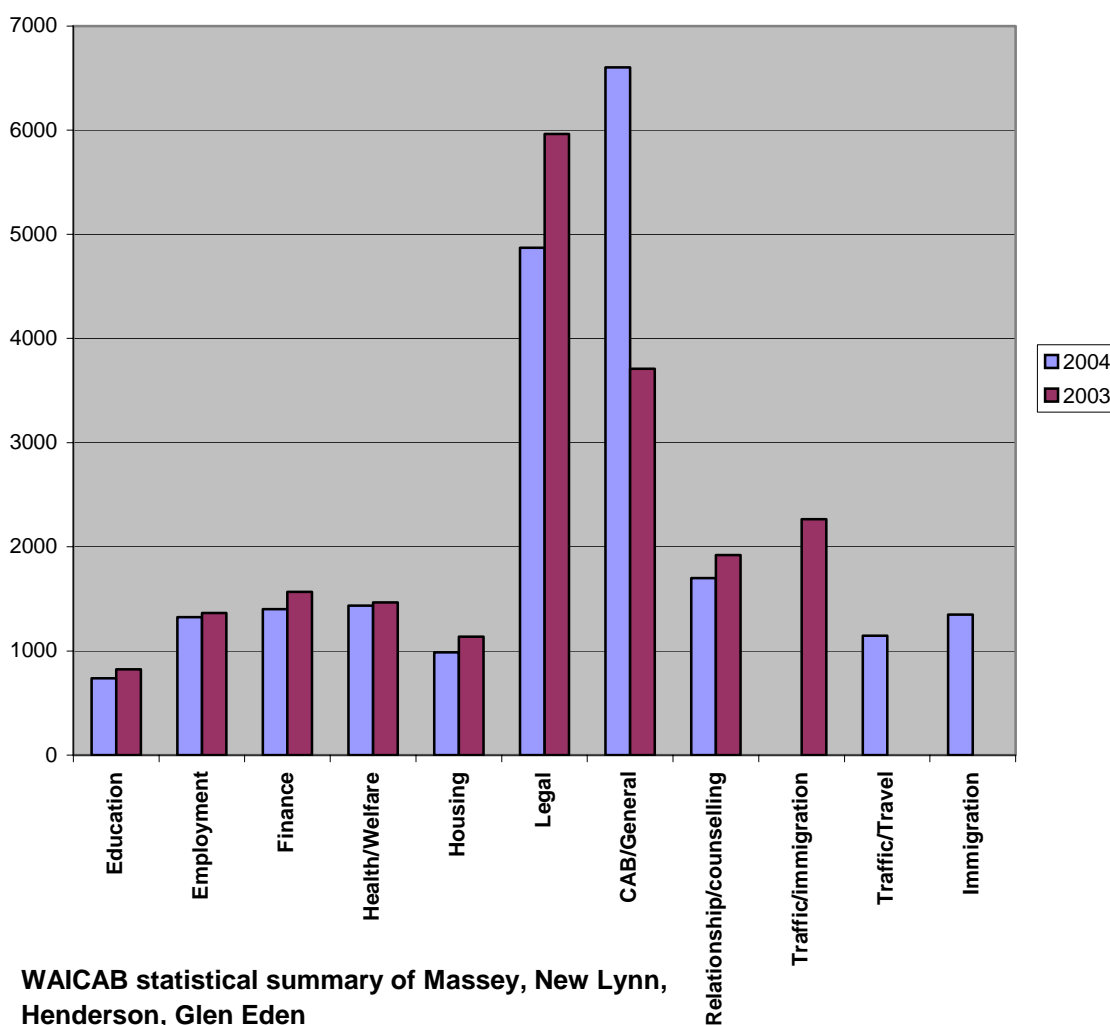
Category 9 also shows a significant increase, mainly due to immigration queries and the demand for a large number of New Zealand Immigration Service application documents. This category has now been split to show immigration enquiries as a separate item (refer Waitakere Citizens Advice Bureau Incorporated Statistical Summary chart on page 26 of the Agenda).

**NUMBER OF ENQUIRIES**

	Number of enquiries July – Dec 2003	Number Of Enquiries July – Dec 2004	Increase/Decrease
Massey	3753	4152	<b>399</b>
New Lynn	6815	7744	<b>929</b>
Glen Eden	3606	3860	<b>254</b>
Henderson	6044	5798	- 246 *

\* It should be noted that the decrease in enquiries at Henderson is due to the temporary relocation to Trading Place which has seen a decrease in foot traffic.

**Total enquiries July to December 2004**



**WAICAB statistical summary of Massey, New Lynn,  
Henderson, Glen Eden**

## GENERAL ISSUES

### Co-Location of Libraries with Citizens Advice Bureaux

New Lynn had a high percentage of visits compared to phone calls and Henderson the reverse. It is clear that being next to the Library, Service Centre and the bus and train stations, as well as a large shopping centre (Lynn mall), increases visits. Where Citizens Advice Bureaux are located in Libraries, pamphlets on a large variety of topics are available out of hours. This form of usage is unable to be captured within the Citizens Advice Bureaux statistics.

The Glen Eden Bureau is now co-located with the library in the new Glen Eden complex, and increasing usage of the community meeting room is evident.

### Complex Enquiries

Many of the enquires being received by Citizens Advice Bureaux show increasing complexity, the result of which is that more time is being required to be spent with each individual client.

Advocacy is also a small, but growing area of Citizens Advice Bureaux work. Both Henderson and New Lynn Citizens Advice Bureaux offer a Consumer Advocate service with the Advocate at New Lynn also dealing with Accident Compensation Corporation issues. This is an area which may grow in the future but which requires increased training resources, and increased volunteer commitment.

### Diversity

All of the four Citizens Advice Bureaux reflect the growing diversity of Waitakere City, in both client visits and the volunteers and services provided:

- Massey reports a growing number of Korean clients and they currently have four Korean volunteers;
- New Lynn has a strong Chinese service and Chinese clients now outnumber other ethnic groups;
- All Citizens Advice Bureaux have volunteers from a wide variety of backgrounds and offer help in a large number of languages;
- Many of the English as a Second or Other Language groups bring students to the Citizens Advice Bureaux to learn about services offered.

Underway are joint projects with Waitakere Education Sector Trust. A collaborative approach with Council's, Migrant Resource Officer and Migrant Information Co-ordinator will further enhance services available to migrants through Citizens Advice Bureaux and Libraries. Currently, where Citizens Advice Bureaux are not able to provide suitable help, clients are referred to the Mandarin Line or the Auckland Regional Migrant Service Centre. Project planning is underway for the provision of a specialised migrant information service through the four Citizens Advice Bureaux Demographic profiles of clients will be reported in the Annual Waitakere Citizens Advice Bureau Inc. report.

### Publicity

In the last six months, the Citizens Advice Bureaux have had several articles published in the Western Leader describing their services and locations, and continuing advertisements in several school newsletters and ethnic newspapers.

## CONCLUSION

Performance measures are being met, and all targets are on track for the year. Collaboration between Council and Waitakere Citizens Advice Bureau Incorporated is resulting in a broader service delivery of information to residents in Waitakere City with information provision to migrants a priority. Joint training and publicity initiatives with libraries are being planned and will be reflected in targets for 2005.

Growing diversity reflects the need for volunteers from a wide variety of ethnic backgrounds, and the establishment of good relations with various ethnic services and associations.

## RECOMMENDATION

That the Waitakere Citizens Advice Bureaux: Six Monthly Report be received.

Report prepared by: Jo Brewster, Service and Development Manager, Libraries.



## 15 MAORI REPRESENTATION - MAORI WARD OR WARDS

### PURPOSE OF THE REPORT

The purpose of this report is to inform the Finance and Operational Performance Committee of the recommendation by Te Taumata Runanga at its 14 February 2005 meeting, in relation to the proposed consultation process on Maori representation through the establishment of a Maori Ward or Wards. Te Taumata Runanga resolved:

*“That Te Taumata Runanga recommend to the Finance and Operational Performance Committee the consultation process for Maori residents on Maori representation issues as set out in the agenda report of Te Taumata Runanga held on 14 February 2005.”*

143/2005

### BACKGROUND

At its 26 March 2003 meeting, the Council considered the matter of separate Maori representation arrangements for Maori Electors in Local Authority elections as contained within the provisions of the Local Electoral Amendment Act 2002. The amended provisions of the Local Electoral Act 2001 provide that any Territorial Authority may resolve to establish Maori Wards, either by a Council resolution or through a poll. The public also have a right to demand a poll.

The establishment of a separate Maori Ward or Wards would require that there are sufficient numbers of Maori electors registered within the area of the Territorial Authority. Under such a system the number of directly elected Maori Councillors would be dependent on the ratio of the Maori electoral population (comprising electors of Maori descent who have opted to enrol on the Maori Electoral Roll) to the general electoral population within the Council area.

Any Council resolution to provide further for the establishment of a Maori Ward or Wards must be made no later than 23 November of the year that is two years before the next Triennial Election. If such a resolution is made later than that, the Local Electoral Amendment Act 2002 requires that this resolution will only take effect from the next but one Triennial Election. This means that the earliest that the introduction of a Maori Ward or Wards could take effect would be for the 2007 Triennial Election, provided the decision is made prior to 23 November 2005.

The Council resolved at its 26 March 2003 meeting:

*“That Council initiate the process of consultation on the advisability of introducing a separate Maori Ward or Wards, and other measures designed to improve Maori representation, such process to include referring the matter to Te Taumata Runanga for its consideration and recommendations.”*

550/2003

This Council’s resolution of 26 March 2003 provides the opportunity to begin consultation on a Maori Ward or Wards with key stakeholders and its community. This would also allow for the issue to be integrated into the Council’s planning, meeting and reporting processes.

## **STRATEGIC CONTEXT**

As part of the Council’s Long Term Council Community Plan, a key strategic priority is Te Tiriti o Waitangi, “People in the City are proud to uphold the Treaty of Waitangi.” This also recognises the ongoing commitment by the Council to improve and maintain its Treaty based partnership relationships with the local iwi groups Ngati Whatua and Te Kawerau A Maki, and the Maori community of the City. This approach is in keeping with the Council’s desire to achieve its 2020 goal, “Strong Maori leaders are working side by side with the Council and achieving positive outcomes for Maori.” Council has in place a range of initiatives to ensure it meets its legislative duties and responsibilities within the Local Government Act 2002 which requires the Council to establish and maintain processes to provide opportunities for Maori to contribute to their decision - making processes.

Within Te Taumata Runanga Long Term Strategy and Action Plan, the Treaty of Waitangi and governance issues are key priorities for exploring further ways to improve opportunities for Maori to contribute to the Council’s decision-making.

## **ISSUES**

At Te Taumata Runanga 14 February 2005 meeting, the Committee provided initial guidance on the appropriate consultation process with Maori to establish a Maori Ward or Wards, or the provisions and the implications of this separate Maori representation arrangement for the Maori voters. The Committee recommended that consultation process include;

- A workshop for Te Taumata Runanga on 10 March 2005;
- Direct iwi liaison with Ngati Whatua and Te Kawerau A Maki;
- Wider Maori community: two City wide hui at the two community based marae, Te Piringatahi o Te Maungarongo Marae and Hoani Waititi Marae, and the Council Chambers, small focused group hui at local school marae as required, use of existing meeting networks (e.g. Te Whanau o Waipareira whanau monthly meetings);
- General community communication processes (e.g. Waitakere City News).

There was acknowledgement by Te Taumata Runanga that the consultation process would also involve coverage of the issue within the wider community through the general communication processes and community focus groups within the four Wards.

## RESOURCES

The project is resourced under the Treaty of Waitangi Framework 2004/2005 Annual Plan.

## CONCLUSION

The report informs the Finance and Operational Performance Committee of a recommendation from Te Taumata Runanga 14 February 2005 meeting on the consultation process on separate Maori representation through the establishment of a Maori Ward or Wards, to be undertaken with iwi, the Maori community and the wider community. The outcomes of this consultation process will assist the Council in its deliberations on whether or not separate Maori representation is in the best interest of the City and its Maori population.

## RECOMMENDATIONS

1. That the Maori Representation - Maori Ward or Wards report be received.
2. That the proposals for consultation with the Maori community over a Maori Electoral Ward or Wards be approved as part of the broader review of the Representation System.

Report prepared by: Georgina Parata, Senior Analyst Maori Policy and Charlie Inggs, Deputy Electoral Officer.



## 16 WAITAKERE CITY HOLDINGS LIMITED AND SUBSIDIARIES - HALF YEARLY REPORTS

### PURPOSE OF THE REPORT

The purpose of the report is to present to Council the half yearly reports of Waitakere City Holdings Limited and Subsidiaries.

### BACKGROUND

A24-A78

Waitakere City Holdings Limited, Waitakere Properties Limited, Techscape Limited and Enterprise Waitakere are either Council Controlled Organisations as defined by the Local Government Act 2002. As such they are required by that Act to prepare for Council a half yearly report and these are attached at A24 to A78.

### STRATEGIC CONTEXT

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

## ISSUES

At the February 2005 meeting of the Finance and Operational Performance Committee Waitakere City Holdings Limited and its Subsidiaries presented overviews and updates in respect of their separate operations. Formal half yearly reports, required by legislation, are now tabled for consideration by this Committee. These reports are substantially financial in content and should contain no new issues. Accordingly Board Members and management of the Holding Company and subsidiaries have not been required to be present to speak to these reports.

It should be noted that the Half Yearly report of the Holding Company does not contain a set of financial statements. This is because the Holding Company essentially consolidates the financial position and transactions of the Subsidiaries and facilitates the transfer of surpluses through to Council. It is considered that half yearly financial statements for the Holding Company would not add a great deal of value to the decision making process and therefore do not warrant the investment in the resource which would be required to prepare such a report.

## CONCLUSION

A24-A78

The Half Yearly reports for Waitakere City Holdings Limited, Waitakere Properties Limited, Techscape Limited and Enterprise Waitakere are attached at pages Axx to Axx for the Finance and Operational Performance Committees information and consideration. Presentations were made by the Holding Company and its Subsidiaries at the February 2005 meeting of the Committee and included organisational overviews, performance to date and forward projections. The reports attached at pages A24 to A78 should not contain any new issues, however, if any further information or clarification is required please direct the enquiry to writer of this report who will either answer the question or research the issue and make the information available in due course.

## RECOMMENDATION

That the Waitakere Holding Limited and Subsidiaries - Half Yearly Reports be received.

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



## 17 WAITAKERE CITY HOLDINGS LIMITED AND SUBSIDIARIES 2005/2006 DRAFT STATEMENTS OF INTENT

### PURPOSE OF THE REPORT

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

### BACKGROUND

A79-A134

The Local Government Act 2002 requires that the Board of a Council-controlled organisation must deliver to its shareholders a draft Statement of Intent on or before 1 March each year. The respective Boards are required to deliver the completed Statement of Intent to the shareholders on or before 30 June each year. The draft Statements of Intent are attached at pages A79 to A134.

## STRATEGIC CONTEXT

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

## ISSUES

The Committee is not required at this point to make any comment in respect of the tabled Statements of Intent. It is proposed that Councillors and Council officers review the documents and report back to the April 2005 meeting of the Finance and Operational Performance Committee where appropriate comments can be formalised and forwarded to the Holding Company Board for consideration with a view to finalising the Statements.

## CONCLUSION

The 2005/2006 draft Statements of Intent in respect of Waitakere City Holdings Limited, Techscape Limited, Waitakere Properties Limited and the Waitakere Enterprise Trust Board are attached at pages Axx to Axx for the Committees consideration. The appropriate Council officers will review the documents and bring back a report to the April 2005 meeting of the Finance and Operational Performance Committee and together with comments / issues raised by Elected Members, request, through the Holding Company, that any appropriate amendments, if any, be made to the respective Statements of Intent before they are finalised.

## RECOMMENDATIONS

1. That the Waitakere City Holding Limited and Subsidiaries 2005/2006 Draft Statements of Intent report be received.
2. That a report be brought back to the next meeting of the Finance and Operational Performance Committee with recommendations as to amendments and comments, if any, to the Statements of Intent.

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



**PART F - SUBCOMMITTEE REPORTS**

**18 TENDERS SUBCOMMITTEE**

**THE SUBCOMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS MEETINGS HELD ON FRIDAY, 4 FEBRUARY 2005 AND FRIDAY, 18 FEBRUARY 2005.**

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**MATTERS CONSIDERED**

*A135-A140*

The Subcommittee dealt with a number of items for which it has delegated powers to act and a copy of the minutes of the meetings are attached at pages A135 to A140.

**The Subcommittee Recommends:**

That the Meeting reports of the Tenders Subcommittee held on Friday, 4 February 2005 and Friday, 18 February 2005 be received.

JM Clews, QSO, JP  
**CHAIRPERSON**

