

From the Mayor

Bob Harvey
Mayor



I have never underestimated the aspirations of the people of Waitakere. Nor have I underestimated their pride and spirit. Westies are a unique bunch of wonderful people who can do anything and everything with integrity, capability and humour.

Many years ago we gave a warm welcome to the Croatians, the Dutch and our Pacific neighbours. Today we continue with that warm welcome for our new migrants from Somalia, Asia and many other nations. We in the west embrace the global family of humanity.

Waitakere's essence, its willing acceptance of diversity and of change, its characters, its unique soul and its spirit are at this City's very core. All of New Zealand should take pride in what Waitakere has aspired to and what it has achieved – the very best.

We have celebrated the opening of our new complex, Waitakere Central, and it is a shining example of all that is Waitakere and all that is the very best. The new centre symbolises a new heart for the west. It lifts our vision and showcases our aspirations as a 21st century modern city. The magnificent chamber in the new complex is the heart of the Council and Waitakere City, and I have high hopes it is a heart that will beat with the pulse of a magnificent future.

Waitakere Central's construction and opening comes shortly after the completion of four other significant buildings – the Massey, Glen Eden, New Lynn and Henderson/Unitec Libraries, and it completes a decade of achievement and extraordinary infrastructure for a modern city putting Waitakere in its rightful place as a city of New Zealand and not a suburb of Auckland.

The year ahead looks just as exciting and will bring even more growth and economic development to the City. The country's largest film studio and sound stage, being built in Henderson, is just one example of the sort of development that will provide a solid core for continued growth and a bright, bright future for Waitakere City.

My thanks, as always, go to Chief Executive Officer, Harry O'Rourke, and his hard working staff. Together with my Council colleagues we have had an outstanding year and we should all be very proud.



Bob Harvey
MAYOR
WAITAKERE CITY

Report of the Chief Executive Officer

Harry O'Rourke
Chief Executive Officer



The year that ended on 30 June 2006 was the third year of the Council's Long Term Council Community Plan (LTCCP). This plan was based on extensive consultation with the community to determine the Council's strategic direction and vision for the next 10 years. The work programme for this year continued to work towards meeting these.

As I stated in my report for the previous year, I am committed to making our customer services the best that they can be. The "Customer Services Charter" that I introduced in 2004/2005 continues to define our commitment to enhancing the experience of customers in their interactions with the Council, by providing a set of guidelines and information in relation to requests for service and information, compliance monitoring, compliments and complaints.

Several major projects are continuing, have commenced, or have been completed during this year.

Major construction and capital expenditure projects continuing during this year are:

- Waitakere Central, our new Civic Centre in Henderson, together with a new transport hub for Henderson;
- Project Twin Streams which will restore and rehabilitate the major stream networks in the City;
- Widening of Lincoln Road;
- Catherine Mall redevelopment;
- Further commercial development in Henderson by Waitakere Properties Limited;
- Development of New Lynn.

Major construction and capital expenditure projects completed were:

- A new library in New Lynn;
- A new central library in Henderson, which is a joint development with Unitec, who will also be using it as their library;
- Purchase of the Old New Lynn Hotel for future restoration;
- Munroe Road Bridge;
- Upgrading of Tui Glen;
- A new crematorium at Waikumete Cemetery.

Report of the Chief Executive Officer (*Continued*)

Other key projects and activities during the year were:

- The adoption of the Long Term Council Community Plan 2006 – 2016 which came into force on 1 July 2006;
- The Waitakere Ranges Protection work;
- Continuation of partnership projects, including the Ranui Action Project, Waitakere Wellbeing Collaboration, Safe Waitakere and Community Action on Drugs. (The majority of the costs of these are funded by Central Government);
- Extensive planning for the expansion of passenger transport, including the commencement of double-tracking of the Western railway line. Work has also commenced on upgrading railway stations to service this;
- Extension of Learning Centres in the City's libraries.

The City will continue to expand and we are waiting on the decision to extend the Metropolitan Urban Limit which will then permit the development of new urban and commercial areas in the Northern Strategic Growth Area. This will have a dramatic long-term impact on the City's population as well as encouraging the establishment of new industries to provide local employment.

The Council is continuing with its efforts to retain Whenuapai Airbase as the region's second airport, supported by local industry and commercial activities.

The projected future growth of the City and the devolution of functions to the Council will place pressure on its financial resources. Waitakere is not alone in this and our Director: Finance has been part of a national working party, together with representatives from Central Government, to explore alternative options for the future funding of local government.

Finally I wish to reflect that while this is the third year of our current 10 year plan, the major initiatives that have been started or are in the planning stages are incorporated into the new Long Term Council Community Plan 2006-2016. This new plan was adopted in June 2006, and details the exciting and visionary developments planned for the City to enable it to be a sustainable and viable entity so that its citizens can enjoy a fulfilling and satisfying quality of life.



Harry O'Rourke, MNZM, JP
CHIEF EXECUTIVE OFFICER

Sustainable Development Report

For the year ended 30 June 2006

At Waitakere, we do things differently from what has been the traditional way of managing local government in New Zealand. Our vision is that the City continues to develop as an eco city and that it continues to be recognised locally, nationally and internationally as a sustainable city, a city that:

- celebrates and sustains its people;
- has a strong, sustainable base;
- honours its environment, and
- builds on its cultures, heritage and people.

At Waitakere, sustainable development is not just a catchphrase that we pay lip service to, it is just the way we do things. It is something that we actually practise in all our service planning and delivery, whether planned and delivered solely by the Council or in partnership.

The Council uses sustainability reporting to measure and describe what the Council and the community are achieving together. This necessitates examining social, economic, environmental and cultural outcomes and the effects of the Council's activities on the City.

Third year of the Long Term Council Community Plan (LTCCP) 2003-2013.

How are we doing so far?

All of us have a part to play in making Waitakere a better place to live. The Council is committed to working with local residents as well as local, regional, national and international organisations. Results are being achieved from this partnership approach, which is recognised under the name "The Waitakere Way."

In the LTCCP, the Council has identified its commitments to the communities it serves through the adoption of all of the communities' priorities identified through consultation during 2001 to 2003. These fourteen priorities (community outcomes) were adopted by the Council in June 2003. These are expressed in two groups; firstly as five strategic priorities, i.e. the Treaty of Waitangi, Sustainable Development, First Call for Children, Safe City and Lifelong Learning. These priorities must be considered in all of the activities of the Council. Another nine community outcomes have been adopted as financial/operational platforms. It is under these nine platforms that the individual activities and assets of the Council are classified and the budgets identified. The headings for the platforms are: Urban and Rural Villages, Integrated Transport and Communication, Strong Innovative Economy, Active Democracy, Strong Communities, Green Network, Sustainable Energy and Clean Air, Zero Waste, and Three Waters.

The Annual Plan 2005/2006 is year three of the Long Term Council Community Plan 2003 – 2013 and as such is the next stage on the route to meeting these newly identified community outcomes for the City. Alongside the identification of the community outcomes, which are represented as 2020 visions in the LTCCP, there was a necessity for new targets to be set to enable Council to identify how it is working towards meeting these outcomes.



Sustainable Development Report *(Continued)*

For the year ended 30 June 2006

The key performance measures and actions for the fourteen community outcomes are reported against their respective Annual Plan performance measures and actions. These can be found in the Report on the Long Term Council Community Plan and the Statements of Service Performance under the relevant priority and platform (refer pages 25 to 77).

The Council continues to meet the majority of its performance targets set in the 2003-2013 LTCCP.

During 2005/2006, progress towards the long term target of reducing overall waste volumes and the yearly targets for recycling, City domestic waste, inorganic waste and green waste were not met. The Council has a long term target of reducing the volume of litter, clumping and domestic waste deposited at the Refuse Transfer Station under its "Zero Waste" strategy to 145kg per person or less by 2010. The actual result of 168.4 kg per person for 2005/2006 is an increase from the previous result of 157.1kg per person.

Contributing factors were the absence of an alternative collection operator for the weekly domestic collection and a greater quantity of inorganic waste was collected during the year because of delays in collection from some areas. The 24% of recycling of waste has increased from 23% in 2004/2005 but has not met target of 28%. The percentage of scrap metal is declining as businesses have now entered the market and are purchasing scrap directly.

An increase in City green waste being recycled or composted could not be achieved as the City wide organic collection has not commenced. Even so, Waitakere is the lowest producer of domestic waste in the Auckland region. The Council remains fully committed to its "Zero Waste" strategy.

Consent has been obtained for the installation of a vertical composting unit at the Refuse Transfer Station which will enable the processing of kitchen waste. Waitakere is also working closely with regional colleagues, especially North Shore City and Rodney District, to maintain high-quality, leading-edge waste services for the City.

There has been a decrease in the proportion of the work force employed within Waitakere. This means that an even larger number of people are still leaving the City to work. Driving out of the City to work is expensive, polluting and takes up time that could be spent with families or in the community. The Council will continue with its commitment to a strong local economy through the LTCCP intending to create more and better local jobs. This will include the Council working more closely with local businesses. The other core strategy for reversing the trends include the concentration of development around rail nodes and town centres. Future development of industrial and commercial areas to provide more local employment is dependent to a large degree on the proposed movement of the Metropolitan Urban Limit in the northern sector of the City.

The predictions used for the development of the LTCCP have been validated by the growth and development within Waitakere over the last year. The activities identified within the Plan spanned four different time periods. The Annual Plan 2005/2006 had key actions for activities identified in that year.

Sustainable Development Report *(Continued)*

For the year ended 30 June 2006

The LTCCP long term financial and activity forecast was for the ten years which would lead towards the community outcomes which were identified as the 2020 vision statements.

This report deals primarily with the goals for the third year (2005/2006), but also reports how the Council is working towards meeting the long term community outcomes (2020 vision statements).

During 2005/2006 the key issues for the City were to start implementing projects and programmes that will deliver the 2020 vision for the City while balancing the maintenance of the infrastructure of the city infrastructure against the 'stretch' objectives identified in the LTCCP.

The Council is actively trying to promote working from home and to provide other forms of transport including walking, cycling, and passenger transport. This is a task for the Auckland Region as a whole, not just Waitakere. As part of the overall regional plan, bus services have increased this year. The Council is also working to provide better rail services and has detailed plans to improve rail stations significantly in future years.

This year the Council has continued to support the expansion of UNITEC, the City's major tertiary provider, and the joint Library in Henderson has been completed and is now operational. The Council hopes that as well as providing jobs and reducing the need to travel out of the City to study, there will also be an increase in the number of residents furthering their education. The Council also hopes that the Memorandum of Understanding with UNITEC will allow closer working relationships leading to the provision of courses developed specifically to meet the needs of Waitakere residents and enhance local employment opportunities.

The Council has continued to improve the City's leisure facilities. The new library in New Lynn is now open and work is continuing on the development of the New Lynn town centre and the Westgate town centre. The new Civic Centre at Henderson (Waitakere Central) is now completed and work is progressing rapidly on the new transport interchange. The new building incorporates many sustainable features, including a green roof for increased insulation and improved filtration of stormwater, optimal use of natural light with automatically controlled artificial lighting, use of rainwater for non-potable purposes, and solar energy. The building is also incorporated with the transport exchange to encourage and facilitate the use of public transport.

All of these activities support economic development, sustainable city development and integrated transport and communication. Some preliminary work has been carried out on future undergrounding of the railway line at New Lynn to facilitate further development, around the station and the town centre.

Waitakere, as an eco city, is a leader in reducing resource use and waste generation. Average domestic water use per person was 167 litres per day during 2005/2006. This has been decreasing steadily each



Sustainable Development Report *(Continued)*

For the year ended 30 June 2006

year (from 240 litres in 1999/2000) and an assessment of water services has recently been completed. This will have a major impact on the provision of services in the future and support the community outcome for this activity.

The Council's environmental responsibilities also include a duty, shared with Regional and Central government, to sustain the City's diverse indigenous plants and animals. The Council has been working with the Auckland Regional Council, Rodney District Council, Central Government and other interested parties on improving opportunities for protection of the Waitakere Ranges and Foothills. There has been considerable consultation with local communities and proposed legislation for protection of the Ranges is now pending. The Council monitors numbers of fish and birds at specific sites throughout the City.

The Council has continued working to strengthen its communities. The fostering of community relationships for the benefit of the City continues to be a high priority for the Council. The tasks identified by the Waitakere Wellbeing Collaboration Project have received support from partnership organisations, with many of the tasks identified being undertaken by multi-agency groups and some of these tasks being successfully completed during 2005/2006. Jointly working on these tasks identified by the Waitakere Wellbeing Collaboration Project is fundamental to the Council's commitment to work in partnership to achieve the communities' outcomes.

The Council has also shown its commitment to encouraging participation in the delivery of activities identified in the LTCCP by giving support to or receiving support from a wide range of organisations. These organisations, such as the Waitakere Workers' Education Association, Waitakere Education Sector Trust, and Safe Waitakere continue to support the development of strong communities within the City.

Underpinning all that the Council does is sound decision-making undertaken in consultation with the community. To measure this, the Council asks people if its decisions and expenditure are having a positive impact on the City and if they feel that they have some influence over the Council's decision-making. Assisting this, every opportunity to work alongside the community is promoted through programmes such as the Henderson South (McLaren Park) Community Development Project, Twin Streams Project, and continuation of support for the Ranui Action Project.

Finally, the Council, in recognising the importance of leading by example and being sustainable in its own operations, has included a section on Corporate Sustainability Reporting in this Annual Report. (refer pages 10 to 18)

Corporate Sustainability Report

For the year ended 30 June 2006

Introduction

The Council has had an Eco-City vision since 1993. The purpose of Corporate Sustainability reporting is to measure and improve how the Council 'walks the talk'. This involves looking at how the Council goes about its business (as opposed to the services it provides) and measuring the impacts and progress towards sustainability for the Council as an entity/organisation.

Actions taken by the Council, like any organisation or household, affect or impact on the environment, the economy and on society. These impacts can be both positive and negative. For instance, the Council is a large employer in the Waitakere community and a large purchaser of a wide range of goods and services. This expenditure helps the local economy, but in carrying out its operations the Council also negatively affects the environment by using power and energy and producing vehicle emissions.

It is expected that Corporate Sustainability reporting will help achieve the following aims:

- demonstrate the Council's commitment to being a good employer. This is expected to help with recruitment and retention of quality staff and reduce the costs caused through turnover and loss of institutional knowledge;
- increase the impact of the Council on the local economy by increasing the proportion of the money that is returned to the local economy through jobs and purchases. This will help strengthen the City's economic base;
- reduce the environmental impact of the Council's operations through such activities as the production of less green house gases and the amount of material disposed of to landfill
- seek to maximise the social benefits of the Council's investments and interventions.

Corporate Sustainability Measurement

This is the fourth year that Waitakere City Council has formally reported on its Corporate Sustainability performance. This report is based on measures identified in the 2005/2006 Annual Plan. As noted in previous reports, this process of refining and developing targets and measures is an ongoing one which will involve:

- developing measures;
- identifying benchmarks;
- considering the comparability (year on year) of the measures;
- setting targets; and
- identifying opportunities for significant improvements in performance.

Because the Council is further advanced in monitoring some areas of its corporate performance than others (e.g. energy use, waste volumes) there is good information available in relation to some measures and information gaps in other areas. Action is being taken over time to address these gaps.

A focus of future years will be to ensure the Council's approach to reporting proactively addresses aspects of the 'Quadruple Bottom Line' reporting framework incorporated in the Local Government Act 2002. 'Quadruple Bottom Line' reporting, incorporating cultural impacts and performance measures, is an extension of current sustainability reporting methodologies. Measures selected for future sustainability



Corporate Sustainability Report *(Continued)*

For the year ended 30 June 2006

reports are likely to be vigorously debated to ensure that they are meaningful and of value to the Council and its communities.

Internal versus external measures

This report focuses on the social, economic and environmental impacts of the Council's internal operations. Internal operations have both organisational (internal) and community-wide (external) effects which often overlap. For example:

- The Council has reviewed its accommodation needs and is relocating its main office operations to the Henderson town centre. The social, economic and environmental impacts of Council operations, both internally and externally, were among the primary factors considered in the decision-making process.
- The Council, like many organisations, relies on information management technology to conduct its business. Advocating for improved broadband IT facilities in the City with telecommunication providers benefits both the Council's own operation and also the business and educational needs of the wider community.
- Providing features such as barrier free entry in Council buildings benefits both staff and members of the public with disabilities.
- The Council, in its 2002/2003 Annual Plan, committed to participate in the International Council for Local Environmental Initiatives ('ICLEI') Cities for Climate Protection Campaign. While this programme focuses on greenhouse gas reductions, it has potentially positive implications for social, economic and environmental outcomes. Whilst the focus is on City-wide initiatives, corporate responsibility is a critical component.

These examples show that internal organisational benefits cannot be separated totally from the external benefits to the wider community.

The measures included on the pages in the Corporate Sustainability report have been grouped into social, economic and environmental headings to clearly show the impacts of the Council's internal operations on each of these areas.



Social

Partnership

The Council is required to be a 'good employer' under the Local Government Act and has also adopted Agenda 21. Since 1996 the Council has operated a Workplace Partnership Agreement with a major workplace union and has taken a partnership approach to all staff. The Partnership Agreement and related processes is being reviewed in conjunction with the Partnership Review Centre of the Department of Labour. This review will be completed in late 2006 and will ensure the robustness of the Agreement for the future. These steps provide guidance to management and employees on turning values into action to achieve Council's vision and goals. They also contribute to the good faith employment relationship between Council management and employees.

Council continues using cross-organisational workstreams, team meetings and unit work groups to involve employees in Council work programmes and organisation performance.

Corporate Sustainability Report *(Continued)*

For the year ended 30 June 2006

In 2005/06 work using workplace working groups continued on:

- Collective Employment Agreement review negotiations
- Remuneration System
- Partnership Review
- Occupational Health and Safety

Wellness

Council has trained Health & Safety Representatives; conducts organisation-wide Health & Safety meetings and has implemented revised health and safety programmes for Waitakere Central. The Council has continued to champion wellness and worklife balance. The Heartbeat Challenge programme which was aimed at improving the health and wellbeing of staff, achieved all the objectives set.

Capacity Building

Council has continued to invest in effective Induction (Knowing Your Workplace); a Performance Development system; Leadership and Management development and First Aid and Site Safe programmes. Toastmasters for staff and Team Building – Knowing Self and Understanding Others programmes have been introduced and/or continued.

Of particular note is the Leadership and Management Development programme, developed with Unitec Institute of Technology, to assist in the development of leaders from within the organisation, 2005/2006 was the 3rd year of this programme aimed at developing management and leadership capability from within. Focus has also been applied to helping staff understand the strategic goal of the Council, what the organisation needs to do to achieve Council and Community goals, and what that means for them in their roles through specific programmes.

Current Social Measures and Data (where developed)

Measure	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006
Health & Safety accidents that were 'notifiable' or causing 'serious harm'	0	4	5	1	0
Number of days lost to work accidents	Not measured	236.05	298.11	173.09	482.62
Number of days lost to non-work accidents	447	389.92	622.08	836.34	749.65
Percentage of days lost to paid sick leave (includes days lost through caring for sick relatives)	2.35%	2.64%	2.40%	2.80%	2.67%
Staff Turnover	13.36%	14.50%	15.76%	13.96%	20.65%
Resourcing of training and development					
Total spent on training as a proportion of payroll	1.78%	1.41%	under review	Not reporting on	Not reporting on

Corporate Sustainability Report *(Continued)*

For the year ended 30 June 2006

Commentary on Measures

The number of accidents has reduced but the actual amount of work days lost has increased due to three long term injuries and three staff sustaining fractures.

In relation to staff turnover, while the figure represents an overall increase in staff turnover over the 2004/2005 year, the significant changes are in areas of council which have a high proportion of part time staff. This is consistent with a competitive market and industry norms for such jobs.



Economic

Story to Date

Waitakere City Council plays an increasingly important role in the local economy - directly and indirectly. The Council has several linkages to the local economy through the delivery of services, employment of human and physical resources, purchase of goods and services, conduct of research and development and the adoption of innovative solutions to local problems. By returning a significant portion of its rates revenue to the community through employment and local purchases, the Council triggers off a process of employment and income multiplication in the local economy, lifting the living standards of the residents.

This section focuses on the direct effects of the Council's internal operations as a corporate entity on the local economy. Overall, the Council's internal operations have contributed to improve the economic well-being of the City during the reporting period, as can be seen from the indicators presented below.

Economic value added

With the growth of the City, the level and the extent of the services provided by the Council have also expanded. These services have an economic value, which can be measured by applying the value added concept used at national level. The value added represents the Council's direct contribution (excluding the goods and services purchased from outside sources) to the local and national Gross Domestic Product. This does not include the much wider effects of Council activities undertaken to promote economic development in the City. The Council's contribution to local economic value added is estimated to be about \$80 million in 2005/2006.

Employment and income generation

The Council is the largest employer in the City. During 2005/2006 it employed, on average, 812 FTEs, representing a wide range of disciplines. Council attracts professionals with diverse talents and skills to the City, and this in turn generates wider benefits to the local community.

The remuneration paid to Council staff adds to the amount of disposable income, wealth and purchasing power in the region in general; and in particular, the remuneration paid to the staff resident in Waitakere contributes to expand the local market for businesses. This in turn contributes to the growth of local production and employment. About 71% of Council staff members reside in Waitakere; with the relocation to Henderson of Council's principal office building, non-resident staff members have greater opportunities

Corporate Sustainability Report *(Continued)*

For the year ended 30 June 2006

to purchase goods and services in the city. Based on this ratio, the employee income injected into the City is estimated to be close to \$27 million (net of tax) during 2005/2006. Although it is hard to measure, the multiplier effects of this income injection are likely to be significant.

Purchase of goods and services

The Council's expenditure on purchases from local sources is perhaps the strongest linkage to the local economy. Being a major buyer of a wide range of goods and services, Council provides a significant potential market for local suppliers. The supply of goods and services to the Council in turn leads to the creation of employment opportunities and generation of household income within the City. Thus, Council's local purchase practices can have a significant impact on the economic well-being of the local community. However, often Council requires large scale purchases or services not readily available locally, so it is limited in its ability to rapidly expand purchases from the local sources. In order to address this issue where possible, staff are engaged in developing a sustainable procurement policy for the Council.

It also needs to be noted that due to the integrated nature of the Auckland region, business ownership arrangements and dispersed location of employee residency, Council purchases from businesses not located within the city can also have a positive impact on the local economy.

Council has increased the purchases from local sources over the years, recording an estimated figure of \$63 million (accounting for 30% of total purchases) during 2005/2006. The increase in local purchases largely reflects the sharp increase Council's total purchases during the same year.

Research and Development and Innovations

The Council makes a significant contribution to sustainable development by commissioning research projects and constantly improving the range and quality of its services, the delivery mechanisms and the processes and procedures adopted in developing and implementing policies. Council has some developmental and leading edge practices. The cost of these new practices and disseminating them is equivalent to research and development expenditure in the private sector.

The Council actively collaborates with other agencies to obtain external funding for some of these activities. Although the amount of money Council invests directly in research and development is relatively small, their economic benefits to the wider community are considered to be much larger. The amount of its expenditure on research & development tends to fluctuate between years. Council's direct expenditure on R & D amounted to \$131, 834 during 2005/2006.

Tax payments to Central Government

Some Council operations generate tax revenue for the government. In addition, the government collects PAYE tax from the Council employees. During 2005/2006 such taxes, including GST (net), paid to the Central Government amounted to \$8.97million. This has reduced from previous years due to a GST refund received during the 2005/2006 financial year in the amount of \$4.799 million.

Scope and limitations

The scope of this section is limited to the economic effects of Council's operations as a corporate entity. The economic effects are related to Council's own expenditures and exclude those of Council Controlled



Corporate Sustainability Report (Continued)

For the year ended 30 June 2006

Organisations. The figures reported on Council's purchases from local sources are provisional, as the system of data compilation is being streamlined and refined.

The figures reported on local employment retained in the City by local purchases are an indirect estimate based on the labour / output ratios at national level, and they should not be treated as actual employment positions. The increase in the jobs linked to local purchases reflects the growth of purchases from local suppliers.

Measure	2003	2004	2005	2006
Contribution to GDP - Council's Value added (Estimated)	\$61.8 million	\$67.9 million	\$71.98 million	\$80 million
Taxes paid (Net)	\$11.8 million	\$12.6 million	\$12.5 million	\$8.97 million
Local Purchases - value of the Council's purchases from local suppliers (estimated)	\$29 million	\$38 million	\$44 million	\$63 million
Estimated share of the Council's purchases from local suppliers (Provisional figures)	24%	28%	24%	30%
Estimate of local employment (full time equivalent) retained in the City by the Council's local purchases	175	211	273	385
Proportion of employees resident in the City	70.08%	70.73%	71.54%	71.3%
Estimated net remuneration paid to staff resident in the City	\$19.4 million	\$20.8 million	\$23.9 million	\$26.7 million
Estimated expenditure on Research and Development and Innovations	\$0.482 million	\$0.250 million	\$0.027 million	\$0.132 million

* Amount of tax paid reduced from previous year due to receipt of \$4 million GST refund.

Council operates at the leading edge in a number of areas, such as in its soft engineering stormwater management. As such it shares this expertise nationally and internationally by means of conference papers and through participation in regional working parties.



Environment

The Council is undertaking a range of initiatives in the area of environmental performance. These initiatives are designed to:

- reduce the Council's use of energy;
- decrease the reliance on the use of non-renewable energy;
- look at how the Council uses resources;
- reduce the Council's contribution to the waste stream;
- model best practices in Council funded and operated buildings

Corporate Sustainability Report *(Continued)*

For the year ended 30 June 2006

Key initiatives include:

Programme-wide

Staff induction courses include a component on corporate sustainability actions staff can participate in and support, and the sustainable households programme for staff provides sustainability actions for at home.

Energy Usage

Fuel usage began to be monitored at the individual vehicle level, rather than just by fuel type. Total fuel usage has dropped for the third year in a row. The vehicle tender process included a criteria 'Environment' which weighted fuel efficiency (litres/100km) and air emissions (Euro standard) in the evaluation. The weighted attributes tender methodology also used full life cycle costs for vehicle price to ensure the full cost of vehicles was taken into account.

New Council buildings that began operation in 2005/2006 included Waitakere Central Library and carpark and New Lynn Library. Overall electricity usage increased as these buildings are either new or larger facilities than their predecessors meaning an increase in service provision by the Council.

The Council achieved ongoing energy savings for 2005/2006 of \$222,839 (excluding GST), and a savings of 1,468,584 kWh made up of 837,514 kWh of one off savings for 2005/2006 and 631,070 kWh savings that will continue into future financial years.

Renewables

A 340 litre solar hot water system was installed in the Waitakere Central Library. This adds to existing renewables. Total energy requirements supplied by renewable sources are estimated at 13,262 kWh for 2005/2006.

Efficiency

West Wave has reduced its gas usage by 779,274 kWh (17.61%) with electricity only increasing 239,480 kWh (11.68%), an overall reduction of 539,794 from usage in the last financial year. The installation of new power factor equipment and variable speed drives for the main pool and lazy river have added to the energy efficiency of the site, thereby minimising the increase in electricity usage brought about by the cogeneration plant not operating.

Waikumete Cemetery is experiencing a 46.34% drop in gas usage from October 2005 due to the installation of new more efficient crematorium equipment. Starling Park hot water was change to on-demand rather than hot water stored in tank and kept at constant temperature resulting in 95.22% energy savings. A review of gas usage at Massey Leisure Centre and Library has identified opportunities for efficiencies and these are currently being implemented. Individual light switches were also installed at the Vehicle Testing Station to enable staff to turn off lights for vehicle bays not in use during quiet time periods.

The Council incorporated energy efficiency as part of the sustainable designs of Waitakere Central Library and Carpark, and the Waitakere Central Administration and Civic buildings. Energy efficiency features include light sensors, T5 light tubes, floor vented air-conditioning, and natural lighting. Energy efficiency savings will be reported in the 2006/2007 Corporate Sustainability report.



Corporate Sustainability Report *(Continued)*

For the year ended 30 June 2006

Solid Waste

A waste audit of the Council office buildings was conducted in partnership with UNITEC in April 2006 to determine the content of Waitakere City Council's internal waste stream and current recycling processes. It identified that the Council office buildings generate approximately 510.67kg of waste per day, of which approximately 65% is recycled and 35% sent to landfill. The ratio between waste sent to landfill and waste recycled has remained relatively constant for the last three years with minor fluctuations between waste audits.

A waste minimisation and management plan has been developed for Waitakere Central and includes a central system for recycling as the Council administrative buildings merge to one site. New recycling initiatives have included polystyrene and plastic bags from computer upgrades. A worm farm has been developed to compost food waste and other appropriate waste.

Suppliers

Opportunities to include sustainability criteria in procurement are currently being investigated.

Current Environmental Measures and Data (where developed)

Energy		Quantity	Tonnes of CO₂*
Direct Greenhouse Gas Emissions - Scope 1			
<i>Petrol (litres)</i>	2000/2001	192,512	438.9
	2001/2002	215,630	491.6
	2002/2003	233,382	532.1
	2003/2004	224,002	510.7
	2004/2005	219,997	501.6
	2005/2006	216,655	494.0
<i>Diesel (litres)</i>	2000/2001	53,997	140.4
	2001/2002	57,556	149.6
	2002/2003	57,952	150.7
	2003/2004	58,172	151.2
	2004/2005	59,702	155.2
	2005/2006	57,560	149.7
Indirect Greenhouse Gas Emissions - Scope 2			
<i>Electricity (kWh)</i>	2000/2001	7,700,039	1,155.0
	2001/2002	9,121,891	1,368.2
	2002/2003	10,988,672	1,648.3
	2003/2004	11,774,996	1,776.2
	2004/2005	12,404,615	1,860.6
	2005/2006	13,704,062	2,055.6
<i>Gas (kWh)</i>	2000/2001	incomplete data	incomplete data
	2001/2002	6,174,466	1,160.7
	2002/2003	6,400,920	1,203.3
	2003/2004	7,567,694	1,422.7
	2004/2005	7,108,676	1,336.4
	2005/2006	6,076,033	1,142.2

Corporate Sustainability Report *(Continued)*

For the year ended 30 June 2006

Energy		Quantity	Tonnes of CO ₂ *
Indirect Greenhouse Gas Emissions – Scope 3			
<i>Air Travel (km) Domestic (short haul)</i>			
<i>less than 452Km</i>	<i>2002/2003</i>	11,903	2.1
	<i>2003/2004</i>	23,394	4.2
	<i>2004/2005</i>	18,096	3.3
	2005/2006	27,844	5.0
<i>Domestic (medium haul)</i>			
<i>less than 1600Km</i>	<i>2002/2003</i>	163,355	20.6
	<i>2003/2004</i>	320,525	40.4
	<i>2004/2005</i>	383,651	48.3
	2005/2006	376,021	47.1
<i>International (long haul)</i>			
<i>More than 1600Km</i>	<i>2002/2003</i>	463,298	51.0
	<i>2003/2004</i>	694,691	76.4
	<i>2004/2005</i>	724,070	79.6
	2005/2006	880,070	96.8

Notes:

* Tonnes of CO₂ used per unit for reporting are from the New Zealand Business Council for Sustainable Development emissions calculator – Petrol 0.00228; Diesel 0.0026; Electricity 0.00015; Gas 0.000188; Air Travel – Short Haul 0.00018; Air Travel – Medium Haul 0.000126; Air Travel – Long Haul 0.00011.

Year	Total Office Paper Purchased	Total Paper Recycling
	Tonnes	Tonnes
2000/2001	58.18	29.99
2001/2002	29.66	37.89
2002/2003	37.55	34.46
2003/2004	46.87	41.68
2004/2005	48.38	42.56
2005/2006	51.14	57.09

Commentary on measures

It needs to be noted that overall consumption of energy has increased over the last five years as the organisation has expanded service delivery via new facilities, (e.g. new and larger buildings, more street lights in new subdivisions) to cope with growing population, housing and industry growth and associated growth in demand for Council Services. Council is seeking to improve the efficiency of energy use within its premises and through building energy efficient buildings to minimise overall growth in energy consumption. Another cause for the increase in electricity is due to an incorrectly performing current transformer for the former Civic Centre identified in January 2005. Electricity data for 2003/04 and 2004/05 has been adjusted (estimated increase 336,000 kWh per annum) to more accurately reflect the energy consumption of the Civic Centre during that time.

Total paper recycling increased in 2005/2006 as a result of preparation for moving 7 office sites into one centralised building.