

## Notes to the financial statements

for the year ended 30 June 2009

All in \$000's

### 40 | Explanation of major variances against budget

Explanations for major variations from Manukau City Council estimated figures in the 2008/2009 Annual Plan are as follows:

Statement of Financial Performance	Refer	Manukau City Council
<b>2009 Annual Plan operating surplus after tax</b>		28,360
<b>Operating revenue and expenditure</b>		
Rates revenue	A	2,746
Depreciation & amortisation expense	B	5,097
Regulatory revenue	C	(5,791)
Asset, reserve, development and financial contributions	D	(1,878)
Other		39
Total operating variances to Annual Plan		213
<b>Operating surplus</b>		28,573
Non-operating variances		
Fair value of interest rate swaps	E	(7,452)
Fair value of loans	F	(7,458)
Fair value of investment property	G	(2,540)
Total non-operating variances		(17,450)
<b>Surplus after tax</b>		11,123

A. Rates revenue growth in excess of budget was achieved because of the growth in rating units.

B. Lower depreciation expense as a result of the capital works programme being below the budgeted level and revaluation of roading, land, buildings and parks assets.

C. This reflects lower building and resource consent revenue because of market conditions and lower parking activity during the year.

D. Contributions relate to development work within the city and are for infrastructure built by developers which vest to council. This reflects the lower level of development work during the year.

E. Adjustment for the fair value of interest rate swaps.

F. Adjustment for the fair value of loans held by the council.

G. Adjustment for the revaluation of investment properties held by the council.

#### Statement of Financial Position

Property, plant and equipment are above estimate, notwithstanding the fact that the capital works programme was below the budgeted level. The increase is primarily due to the revaluation of roading, land, buildings and parks assets.

#### Statement of Movements in Equity

There are no major movements in equity.

#### Statement of Cash Flows

There are no major variances in the statement of cash flows.

# GROUPS OF ACTIVITY PERFORMANCE

Organisations are accountable to their constituents to measure and report on progress and performance in endeavouring to attain stated goals and outcomes.

As Manukau remains one of the fastest growing cities in the country, our investment in infrastructure continues to be significant. Through our asset development program we manage the growth, renewal and level of service requirements of councils almost five billion dollars worth of assets. In conjunction with reporting on this component of our scope of work we are also charged with reporting on the key performance measures that have been established throughout our groups of activities. These measures are generally non-financial and have been developed in partnership with the look of the community in large.

## What we review in this section:

### Performance Measures

#### Asset Development Expenditure

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## ASSET DEVELOPMENT EXPENDITURE

### City form and environment

		All in \$000's		2009
		Actual	Budget	Variance
<b>MANAGING GROWTH AND THE ENVIRONMENT</b>				
Growth centre development - Acquisition in investment properties deferred in current year	Growth	1,202	3,122	1,920
Manurewa town centre nodal development	Growth	0	490	490
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>1,202</b>	<b>3,612</b>	<b>2,410</b>
<b>STORMWATER</b>				
Flat Bush water quality ponds - Construction of stormwater control ponds, wetlands and treatment devices across the Flat Bush catchment. Costs recovered from developers' financial contributions	Growth	2,532	2,374	(158)
Stormwater land purchase - To preserve the flood plains in future greenfield areas and integrate these areas within public open space where practical. The flood management areas provide for flood control and protect assets and property from flood damage	Growth	1,057	1,061	4
Stormwater - Infill Development - Pipe upgrades across the city to accommodate infill development and support growth in existing urban areas. The council uses financial contributions from developers to support infill development - Budget underspend - see offset in Stormwater Improvement	Growth	843	1,592	749
<b>Total Growth</b>		<b>4,432</b>	<b>5,027</b>	<b>595</b>
Stormwater improvements - Upgrading of existing stormwater pipes across older parts of the city. Budget overspend, see offset in Stormwater Infill Development project	Level of Service	2,406	1,592	(814)
Stormwater quality improvement - Currently there is a gap in the council's service levels for stormwater quality in urban areas, requiring more capital works expenditure	Level of Service	119	100	(19)
<b>Total Level of Service</b>		<b>2,525</b>	<b>1,692</b>	<b>(833)</b>
Stormwater - Renewing old and non-performing assets due to failure or when it is no longer economical to maintain the assets. Evelyn Road project delayed due to right of entry issues	Renewal	815	1,061	246
<b>Total Renewal</b>		<b>815</b>	<b>1,061</b>	<b>246</b>
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>7,772</b>	<b>7,780</b>	<b>8</b>
<b>TOTAL CITY FORM AND ENVIRONMENT</b>		<b>8,974</b>	<b>11,392</b>	<b>2,418</b>

## Safe city

		All in \$000's		2009
LICENSING AND ENFORCEMENT		Actual	Budget	Variance
Animal shelter minor assets	Growth	0	18	18
Regulatory mobile information equipment	Growth	0	95	95
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>0</b>	<b>113</b>	<b>113</b>
<b>COMMUNITY SAFETY</b>				
Surveillance cameras - For new cameras that are identified in the CCTV strategy as necessary for public spaces	Level of Service	32	37	5
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>32</b>	<b>37</b>	<b>5</b>
<b>TOTAL SAFE CITY</b>		<b>32</b>	<b>150</b>	<b>118</b>

## Leadership and governance

		All in \$000's		2009
COMMERCIAL		Actual	Budget	Variance
Manukau city centre carpark - New carpark building in the Manukau city centre	Growth	2	0	(2)
Waste disposal joint venture	Growth	1,744	1,541	(203)
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>1,746</b>	<b>1,541</b>	<b>(205)</b>
<b>TOTAL LEADERSHIP AND GOVERNANCE</b>		<b>1,746</b>	<b>1,541</b>	<b>(205)</b>

## Transport

		All in \$000's		2009
TRANSPORT (PASSENGER TRANSPORT AND ROADS)		Actual	Budget	Variance
Advance roading designs - The major item in this year was the designation and notice of requirement planning work on the Whitford Bypass Investigation. This was also the reason that the budget for the year was exceeded	Growth	10	528	518
Airport - Northern Access	Growth	109	137	28
Beachlands Maraetai kerbing - The budget was reduced by the council in response to the economic downturn	Growth	395	966	571
Beachlands Whitford - Maraetai - Project is now substantially complete and has come under budget this year	Growth	2,525	4,697	2,172
Chapel Road realignment and bridge replacement - Designs in progress continuing into 2009/10. There was no construction this year	Growth	27	385	358

		All in \$000's		2009
TRANSPORT (CONTINUED)		Actual	Budget	Variance
Clevedon Road strategy study	Growth	33	0	(33)
Clevedon Rural / Forestry Road improvements - Budget cut because of economic situation. New budget approved for emergency reinstatement works	Growth	39	1,488	1,448
Flat Bush School Road bridge replacement	Growth	43	186	143
Flat Bush School Road upgrading - Road upgrading proceeding with adjacent land development. Because of the financial recession less development has been carried out than expected resulting in less upgrading that the council has to contribute to	Growth	784	1,723	939
Flatbush to Manukau city centre - Roading upgrade - Design held up due to delays in obtaining subsidy approval from the NZ Transport Agency	Growth	36	211	175
Land development control (city-wide) - Savill Drive Bridge additional costs included here	Growth	3,777	3,331	(446)
Land development land purchase - Budget for acquiring land for whole work programme. Additional costs are because of additional properties being acquired for AMETI	Growth	11,552	8,332	(3,220)
Liverpool-Nesdale connection - Favourable market conditions due to economic slowdown has meant the project has come under budget	Growth	9,547	11,920	2,373
Major passenger transport projects - Programme reduced to fund extra work in Minor Passenger Transport Assets	Growth	123	1,103	980
Manukau rail link - In progress in conjunction with SH20-1 project. Good progress has been made on earthworks and Lambie Drive Bridge. Investigations for the Manukau Passenger Transport Interchange near Davies Avenue have recently commenced. This budget is the council's contribution to the project and because Transit NZ has delayed on enabling earth works, the council's contribution was less for 2008/09	Growth	2,034	5,636	3,602
Mill Road upgrading - To deal with population and traffic growth, mostly associated with Takanini East development (Papakura). Stage one of the project was extended to include public consultation to look at alternative corridors which caused delay on design/investigation	Growth	308	963	656
Murphys Road upgrading and bridge replacement - Upgrade to arterial road standard	Growth	18	180	162
New traffic signals - The programme was significantly reduced in order to fund the installation of a number of additional new signalised pedestrian crossings that were assessed as being a higher priority than the intersection works. Only one intersection installation at East Tamaki Rd/ Fergusson Rd was carried out in the year	Growth	215	741	526
Ormiston Murphys Road intersection improvements	Growth	95	0	(95)
Ormiston Preston East Tamaki - Realignment of Ormiston Rd / Preston Rd / East Tamaki Rd intersection	Growth	46	106	60
Ormiston Road East Bridge - Favourable market conditions because of economic slowdown	Growth	593	1,200	607
SH 20 Local Rd improvements - Upgrading of the council's local roads adjacent to SH20 and the city centre in conjunction with the SH20 to SH1 project	Growth	3,431	3,623	192
Smales Road - Upgrading of last unfinished portion of Smales Road and intersection with Harris Road to arterial standard	Growth	46	211	165
Transport small projects	Growth	378	317	(61)
<b>Total Growth</b>		<b>36,164</b>	<b>47,984</b>	<b>11,820</b>

		All in \$000's		2009
TRANSPORT (CONTINUED)		Actual	Budget	Variance
Advance destination signs - Provision of large white-on-blue destination signs at key city intersections	Level of Service	188	111	(77)
AMETI project - Planning work in progress. No physical works carried out during the year	Level of Service	225	2,883	2,659
Minor passenger transport assets - Additional bus-stops required to support new bus routes that were initiated by ARTA. Additional cost for this work was offset by underspend in Major Passenger Transport Assets	Level of Service	636	333	(303)
Rail related projects - Papatoetoe Rail Carpark Extension was the only project planned to proceed this year. The project was delayed because of contaminated soil on the site which required a resource consent and redesign of the work. This also delayed the subsidy approval process with NZTA which is still in progress. The work will now be carried out in 2009-10	Level of Service	104	1,577	1,473
Savill Drive - James Fletcher & Bridge	Level of Service	394	496	102
Roading asset information system - System used as the principle road asset database	Level of Service	57	56	(1)
Citywide parking signs-control - Provision of new parking controls (signs and roadmarkings)	Level of Service	32	59	27
Infill lighting community boards - Installation of additional streetlights in streets where streetlighting levels are sub-standard. The individual sites generally result from customer complaints and are determined by the community boards	Level of Service	109	86	(24)
Streetlight improvements - Improvements to the streetlight system in conjunction with streetlight upgrading works	Level of Service	143	119	(23)
Great South Road realignment - Great South Road realignment & Beaumonts Bridge improvement. Work is still in progress and fell behind the original programme because of consenting issues at the start of the project. Work will be completed early in the 2009-10 financial year	Level of Service	7,219	10,002	2,783
Industrial footpaths - New footpaths in the city's industrial zoned areas where there are no footpaths	Level of Service	64	64	1
Community board roadworks	Level of Service	652	632	(20)
Pavement shoulder improvements - Maintenance to improve road shoulders including some widening and is subsidised by NZ Transport Agency	Level of Service	214	211	(3)
Pedestrian footpaths/cycleways - Project to improve cycling and walking throughout Manukau. Programme did not proceed as planned. During the consultation phase many projects were challenged due to the reduction in kerbside parking that was proposed resulting in delays in implementation or reassignment of budget	Level of Service	1,205	4,149	2,944
New road drainage assets - Pavement drainage under the road carriageway at Siberia Hill on Whitford-Maraetai Rd	Level of Service	483	120	(362)
Ormiston Road reconstruction (Chapel to Town Centre) - The project was completed in 2007/08. Final residential costs incurred which were not allowed for in the 2008/09 budget	Level of Service	531	0	(531)
Citywide safer routes - Budget reduced by the council due to economic slowdown	Level of Service	151	401	250
Transport small projects	Level of Service	(18)	56	74
Traffic signals for pedestrian - This programme was significantly increased in order to fund the installation of a number of additional new signalised pedestrian crossings that were assessed as being a higher priority than other intersection works. The traffic signals budget was reduced accordingly	Level of Service	740	167	(573)
<b>Total Level of Service</b>		<b>13,129</b>	<b>21,522</b>	<b>8,396</b>

		All in \$000's		2009
TRANSPORT (CONTINUED)		Actual	Budget	Variance
Area wide pavement treatment - Rebuilding or strengthening road pavements when they reach the end of their useful life. Programme reduced to match approved NZ Transport Agency budget	Renewal	5,189	7,209	2,020
Bridge component replacements - Replacing components such as handrails, guardrails and bearings as required	Renewal	187	211	24
Bridge replacements - No bridge replacement works were carried out in 2008/09. The budget was effectively transferred to Drainage Upgrading where there was a need to fund drainage upgrading works in association with pavement rehabilitation works	Renewal	0	220	220
Bus and cyclelane roadmarking	Renewal	44	54	10
Bus shelter	Renewal	46	44	(1)
CCTV renewal - Renewal of cameras at intersections to monitor traffic flows	Renewal	23	55	32
Culvert major repairs	Renewal	0	106	106
Drainage and kerbing	Renewal	1,162	1,284	121
Footpath replacement	Renewal	2,806	2,829	23
Kawakawa landslip repairs - Works required to repair road after landslips in area	Renewal	4,426	0	(4,426)
Orere Point Road stabilisation	Renewal	3	0	(3)
Panmure Bridge fender pile repairs	Renewal	13	0	(13)
Pavement rehabilitation - Rebuilding or strengthening road pavements when the failure in a section of road is widespread. Programme increased to match approved NZ Transport Agency budget. Overspend in this area was offset by underspend on Area Wide Pavement Treatment project	Renewal	6,433	4,492	(1,941)
Reseals chip seals - The programme was reduced to match NZ Transport Agency approved budget. This programme is for local urban roads and rural roads	Renewal	3,020	4,025	1,005
Reseals thin asphalt - The programme was reduced to match NZ Transport Agency approved budget. This programme is for resealing major urban roads	Renewal	4,371	5,540	1,169
Road marking - Installation of long life (thermoplastic) road markings in areas of high wear	Renewal	129	205	76
Roading minor safety projects	Renewal	1,259	1,138	(122)
Roading safety projects (named) - Design completed with works deferred	Renewal	199	1,054	856
Signage non-subsidy - Upgrade of carpark signs	Renewal	1	8	8
Signage upgrading (subsidised)	Renewal	593	740	147
Streetlight upgrading	Renewal	940	988	48
Traffic signal	Renewal	297	333	36
Vector undergrounding	Renewal	59	158	99
Vehicle crossing	Renewal	319	374	55
<b>Total Renewal</b>		<b>31,519</b>	<b>31,067</b>	<b>(451)</b>
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>80,811</b>	<b>100,574</b>	<b>19,763</b>
<b>TOTAL TRANSPORT</b>		<b>80,811</b>	<b>10,574</b>	<b>19,763</b>

## Leisure and recreation

		All in \$000's		2009
<b>LIBRARIES</b>		<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Library information technology	Growth	1,753	1,836	83
<b>Total Growth</b>		<b>1,753</b>	<b>1,836</b>	<b>83</b>
Web design redevelopment - Included in information management budgets	Level of Service	0	200	200
<b>Total Level of Service</b>		<b>0</b>	<b>200</b>	<b>200</b>
Clendon Community Centre	Renewal	47	0	(47)
Learning centre information management equipment - Library management system holding records of library members and records for all collection items	Renewal	212	274	61
Libraries minor assets - Shelving, counters, chairs and tables, soft furnishings, work room and office furniture	Renewal	162	180	18
Library collection - Renewal of libraries' print, electronic and audiovisual resources, 13 branch and five rural libraries, the mobile library, research and corporate libraries	Renewal	3,724	3,619	(106)
Library management system	Renewal	140	212	72
Mangere East library	Renewal	29	0	(29)
Manurewa library	Renewal	17	0	(17)
Pakuranga library HVAC (heating, ventilating, and air conditioning) plant replacement	Renewal	67	0	(67)
Tupu library	Renewal	18	0	(18)
<b>Total Renewal</b>		<b>4,417</b>	<b>4,285</b>	<b>(133)</b>
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>6,171</b>	<b>6,321</b>	<b>150</b>

<b>PARKS</b>				
Citywide reserve signs/furniture - Includes interpretation signs and fencing in passive reserves throughout the city	Growth	482	477	(5)
Erosion control - coastline - Work to mitigate coastal erosion and protect reserve areas and council assets	Growth	744	743	(1)
Esplanade development - Includes walkway development and restoration planting. Design is in progress. There was no construction in 2008/09. Continuing into 2009/10	Growth	3,266	4,716	1,450
Highbrook	Growth	131	131	0
Land purchase reserves - Specifically for acquisitions of Public Open Space only. Land purchases for reserves on hold for 2008/09	Growth	110	3,714	3,603
Manukau all tide boat ramp	Growth	20	100	80
Maritime recreation fund development - Improving coastal recreation opportunities through improving access and amenity value. Funded from the Maritime Recreation Fund	Growth	330	309	(21)
Neighbourhood parks - Provide for playgrounds, tree planting, park furniture and footpath connections	Growth	1,372	1,515	143
Parks assets - Assets received from developers	Growth	1,639	0	(1,639)
Premier park development - Includes developing trail networks, parks furniture, interpretation signage and visitors centres in the city's 16 premier parks	Growth	5,047	4,895	(152)

All in \$000's

2009

<b>PARKS (CONTINUED)</b>		<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Sports parks - Sport field platforms, floodlights, car parks, artificial surfaces, drainage and toilet and changeroom facilities. The favourable balance is because of the Papatoetoe multi sports facility budget being carried forward	Growth	2,996	4,048	1,052
Streetscape development - Planting of street trees and developing vibrant, usable landscapes to enhance civic areas and improve communities	Growth	381	393	12
<b>Total Growth</b>		<b>16,518</b>	<b>21,048</b>	<b>4,522</b>
Community boards parks works	Level of Service	318	323	5
Lloyd Elsmore running track - Delayed because of weather. To be completed by early November (weather permitting)	Level of Service	242	1,065	823
Papatoetoe Multi-use Facility - Design in progress. No construction in 2008/09. Continuing into 2009/10	Level of Service	423	1,545	1,122
<b>Total Level of Service</b>		<b>983</b>	<b>2,933</b>	<b>1,950</b>
Civic grounds	Renewal	143	140	(3)
Esplanade reserves - Renewal of assets and trees	Renewal	1,708	1,719	11
Mangere Bridge toilet replacement	Renewal	110	0	(110)
Neighbourhood reserves - Renewing assets which have deteriorated and have reached the end of their useful life or have become a hazard	Renewal	667	659	(8)
Premier parks - Renewing assets which have deteriorated and have reached the end of their useful life or have become a hazard	Renewal	759	749	(10)
Sportsgrounds - Renewing assets which have deteriorated and have reached the end of their useful life or have become a hazard	Renewal	1,454	1,375	(79)
Streetscape - Renewing assets which have deteriorated and have reached the end of their useful life or have become a hazard	Renewal	156	195	38
<b>Total Renewal</b>		<b>4,997</b>	<b>4,837</b>	<b>(161)</b>
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>22,498</b>	<b>28,811</b>	<b>6,311</b>

<b>LEISURE</b>				
Alan Brewster relocate fire door	Renewal	7	0	(7)
Otara swimming pool - Design completed. No construction in 2008/09. Continuing into 2009/10	Renewal	883	2,064	1,182
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>890</b>	<b>2,064</b>	<b>1,174</b>

<b>ARTS</b>				
Arts minor assets	Growth	35	41	6
City arts collection	Growth	40	50	10
Mangere Arts Centre development	Growth	845	730	(115)
<b>Total Growth</b>		<b>920</b>	<b>821</b>	<b>(99)</b>
Mangere Arts Outreach Centre	Renewal	4	5	1
Nathan Homestead equipment	Renewal	8	10	2
Otara Music Arts Centre equipment	Renewal	0	1	1
<b>Total Renewal</b>		<b>12</b>	<b>15</b>	<b>4</b>
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>932</b>	<b>836</b>	<b>(95)</b>

<b>TOTAL LEISURE AND RECREATION</b>		<b>30,491</b>	<b>38,032</b>	<b>7,540</b>
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## Community services

All in \$000's

2009

COMMUNITY DEVELOPMENT		Actual	Budget	Variance
Community development small projects	Growth	26	27	1
Community facilities tenancy - Asset development required to develop council community tenancy buildings	Growth	2	106	104
Garden of memories - Additional cost of reconstruction of building destroyed by fire	Growth	39	0	(39)
Nga Tapuwae Community Centre - Purchase of community facility	Growth	500	496	(4)
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>567</b>	<b>629</b>	<b>62</b>
HOUSING FOR THE ELDERLY				
Stage 2 development - Otaru extensive redevelopment project not proceeding. Replaced by refurbishment. In stage 2 renewals below	Level of Service	53	16,169	16,116
<b>Total Level of Service</b>		<b>53</b>	<b>16,169</b>	<b>16,116</b>
Stage 1 refurbishment - Major redevelopment at Tadmor re-scaled due to Housing New Zealand withdrawal. Budget reallocated to stage 2 projects	Renewal	641	5,729	5,088
Stage 2 - Otaru Court	Renewal	401	0	(401)
Stage 2 - Tadmor Court	Renewal	224	0	(224)
Minor renewal and moves	Renewal	412	0	(412)
Lambie Court units internal refurbishment	Renewal	2,206	0	(2,206)
<b>Total Renewal</b>		<b>3,884</b>	<b>5,729</b>	<b>1,845</b>
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>3,937</b>	<b>21,898</b>	<b>17,961</b>
MANUKAU MEMORIAL GARDENS				
Berms	Growth	2	0	(2)
Concrete berms	Growth	73	75	2
Land development master plan - Design completed. No construction in 2008/09. Continuing into 2009/10	Growth	421	1,167	746
Minor assets	Growth	57	127	70
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>553</b>	<b>1,369</b>	<b>816</b>
COMMUNITY FACILITIES				
CAB general minor assets	Growth	19	22	3
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>19</b>	<b>22</b>	<b>3</b>
<b>TOTAL COMMUNITY SERVICES</b>		<b>5,076</b>	<b>23,918</b>	<b>18,842</b>

## Thriving economy

All in \$000's

2009

ECONOMIC DEVELOPMENT		Actual	Budget	Variance
City Banner Programme	Growth	7	11	4
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>7</b>	<b>11</b>	<b>4</b>
TOWN CENTRES AND BUSINESS PRECINCTS				
Industrial areas revitalised	Growth	208	284	75
Town centre revitalisation	Growth	1,177	1,165	(12)
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>1,385</b>	<b>1,449</b>	<b>64</b>
<b>TOTAL THRIVING ECONOMY</b>		<b>1,392</b>	<b>1,460</b>	<b>68</b>

## Innovative council

All in \$000's

2009

INNOVATIVE COUNCIL		Actual	Budget	Variance
New fleet vehicles	Growth	118	160	42
Properties information integration	Growth	0	290	290
Strategic projects - No suitable strategic projects identified for acquisition during the year	Growth	0	1,586	1,585
<b>Total Growth</b>		<b>118</b>	<b>2,036</b>	<b>1,917</b>
Corporate accommodation - Refit of the council civic building came in under budget. A further \$250,000 will be spent in 2009/10 year	Level of Service	6,194	7,673	1,479
Council property	Level of Service	2,402	2,407	5
Information management projects	Level of Service	7,907	7,931	24
<b>Total Level of Service</b>		<b>16,503</b>	<b>18,011</b>	<b>1,508</b>
Council property - 177k has been included in Libraries budget	Renewal	3,518	4,248	730
Innovative council small projects	Renewal	(20)	112	132
Renewal of vehicles	Renewal	401	400	(1)
<b>Total Renewal</b>		<b>3,899</b>	<b>4,760</b>	<b>861</b>
<b>TOTAL ASSET DEVELOPMENT EXPENDITURE</b>		<b>20,520</b>	<b>24,807</b>	<b>4,287</b>
<b>TOTAL INNOVATIVE COUNCIL</b>		<b>20,520</b>	<b>24,807</b>	<b>4,286</b>

## PERFORMANCE MEASURES

### Managing growth and environment

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
Continue to process plan changes, develop environmental policies and bylaws that will protect sensitive environments, enhance lifestyle options or enhance transport efficiencies in Manukau	1-2 chapter reviews completed	Not Achieved	Review of the District Plan has been deferred due to two major legislative reviews, being; Resource Management (Simplifying and Streamlining) Bill and the formation of the unitary Auckland Council
	Bylaws revision continued	Achieved	Bylaw Review Project completed on 30 June 2008 and has now transitioned into an on-going review programme. Speed Limits and Liquor Control Bylaw review commenced for completion late 2009
	Monitoring strategy in place	Achieved	The District Plan monitoring project was completed this year
Develop and implement concept plans for growth centres	Work on growth centre concept plans continued	Achieved	Work has continued in the growth centre plans. Manukau CBD Spatial Structure Plan - completed. Mangere Town Centre Built Form and Spatial Structure Plan - 90 per cent complete. Old Papatoetoe Town Centre Built Form and Spatial Structure Plan - 80 per cent complete. Manurewa - participation in public domain improvement programme
Prepare and manage Growth Management Strategies including urban, business and rural	Strategies completed	Achieved	Input into several growth management strategies have been undertaken in the past year. However, some of this work has slowed with it being unclear how this work will fit with the unitary Auckland Council
Manage growth in Flat Bush and other growth centres	Monitor the development of Flat Bush	Achieved	Detailed review of Flat Bush undertaken and completed by Transurban, urban design consultants.
	Monitor the implementation of Flat Bush town centre by Tomorrow's Manukau Properties Ltd	Achieved	Presentation by Melview Developments and TMPL to the Urban Design Group
Continue to protect the city's natural and historic heritage	Heritage strategy completed	Not Achieved	Heritage Strategy deferred through the 10 year plan process due to reprioritisation of resources. No work has been undertaken
	Number of heritage assets in Manukau is maintained at current proportional levels	Achieved	Heritage assets maintained at current level
	Area of native bush protected is maintained at current proportional level	Achieved	Areas of native bush protected are maintained at current level
Development and maintenance of landfills in a safe and stable condition	Monitoring of closed landfills continued as per resource consents requirements	Achieved	Monitoring of closed landfills is being undertaken as per resource consent requirements and no anomalies such as leachate quality deterioration in results are being noticed

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
Compliance with statutory duties and functions as per Resource Management Act requirements	Monitoring plans developed in top priority areas as laid out in Keeping Track	Achieved	Stormwater discharge monitoring plans are being developed through the integrated catchment management planning process
	Monitoring milestones in Keeping Track are achieved	Not Achieved	Awaiting development of specific monitoring plans.
	Key environmental and ecological indicators show improvement over the 2007/08 year	Not Achieved	Period too short to show any definitive trends, however, streams including Puhinui and Otara Creek have been improved with riparian planting and stormwater treatment measures
Providing a waterway monitoring, education and action programme	Wai Care Strategic Plan implemented	Achieved	Strategic plan implemented with annual reporting being undertaken
	Monitoring of waterways completed and reported	Achieved	Waterways are being classified and their condition assessed as part of integrated catchment management plan preparation

### Resource consents

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To issue all complying resource consents in order to ensure land development within Manukau meets the legislative standards and District Plan rules  Approve all complying consents within 20 working days	Review the service contract with Ngai Tai Umupuia completed	Achieved	Review completed
Investigate complaints for each service processed as required	100 per cent of other complaints are investigated within three days of receipt	Achieved	242 complaints received and 100 per cent responded to within three days

### Building consents

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
Investigate complaints for each service processed as required	Continue inspection of swimming pools and spa pools in Manukau to ensure 100 per cent compliance with pool fencing legislation	Not Achieved	Ensure compliance with pool fencing legislation <table border="1"> <caption>Pool Fencing Legislation Compliance</caption> <thead> <tr> <th>Year</th> <th>Target (%)</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2007/08</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2008/09</td> <td>100%</td> <td>98%</td> </tr> </tbody> </table> Non-compliant swimming and spa pool owners are being followed up.	Year	Target (%)	Actual (%)	2006/07	100%	100%	2007/08	100%	100%	2008/09	100%	98%
	Year	Target (%)	Actual (%)												
2006/07	100%	100%													
2007/08	100%	100%													
2008/09	100%	98%													
	100 per cent of other complaints are investigated within three days of receipt	Achieved	681 complaints received of which 100 per cent were responded to within three days of receipt.												

### Stormwater

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
Prepare integrated Catchment Management Plans so that stormwater quantity and quality is well managed.	Continue work on catchment management plans for Whitford Village, Beachlands, Puhunui Creek, Pukaki-Waokauri Creek, Papatoetoe, Tamaki River, Mangere Bridge, Ihumatao, Pahurehure Inlet and Otara Creek catchments for completion by 2008/09	Achieved	Five integrated catchment management plans (ICMP) (Papatoetoe-Tamaki, Pukaki Waiokauri, Whitford Village, Beachlands and Mangere catchments) were progressed. Whitford Village ICMP has been completed and lodged with the ARC for network discharge consent. Beachlands, Papatoetoe-Tamaki, Waiokauri and Mangere ICMPs are around 85 per cent complete. Puhinui and Pahurehure ICPMs are around 50 per cent complete.  ARC hearing for Ihumatao catchment was completed and council is awaiting the decision on network discharge consent application
Ensure service of remedial works on flooding problem areas	100 per cent of non-urgent service requests adequately responded to in three days	Achieved	All non-urgent complaints were attended to within three working days.

### Solid waste

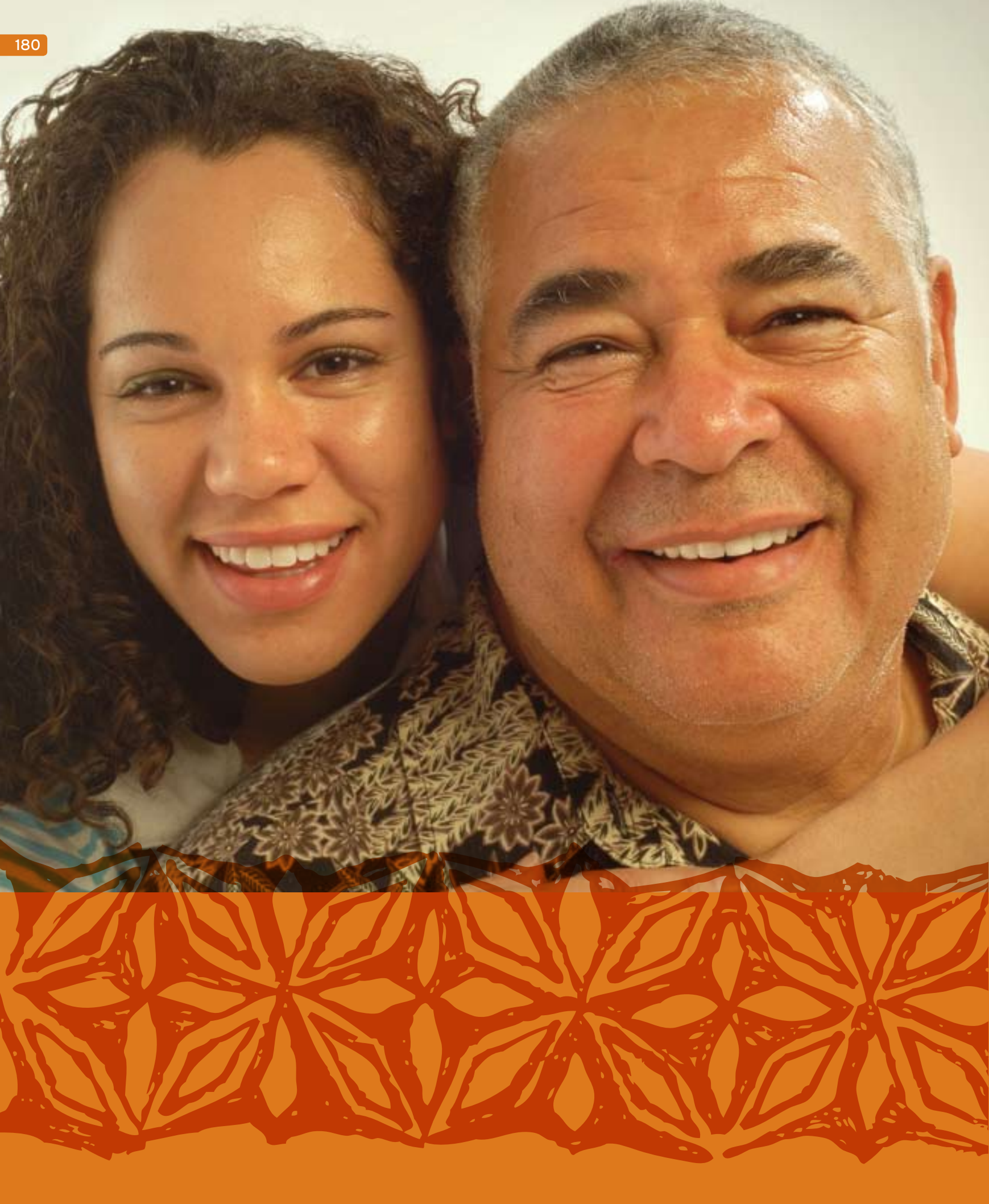
WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To provide a solid waste service including - weekly household kerbside rubbish collection and disposal, weekly household recycling collections until 2007/08, annual inorganic collection and disposal, four household hazardous waste collections annually, collection of illegally dumped rubbish from public places, the collection of litter from public places, emptying of litter bins in public places, and cleaning of council-owned car parks and some town centres	100 per cent compliance with service contracts	Achieved	New recycling contracts commenced as planned on 30 June 2008. The recycling collection rates have exceeded expectation by around 30 per cent with 28,149 tonne being collected. It should be noted that a significant decrease in litter quantities and complaints have been noticed since the introduction of mobile recycling bins and street orderlies. Residents' anecdotal feedback has been positive on this achievement.  All other waste services contracts achieved compliance requirements
	Methodology implemented	Achieved	New recycling services including wheelie bins and the Material Recycling Facility are now operational
	Adoption of a Waste Education Policy and Strategy for business waste minimisation	Achieved	Instead of adopting a Waste Education Policy and Strategy for business waste minimisation, effort has been concentrated on transferring education initiatives to schools and community groups. This has resulted in new initiatives such as Visy Education Centre Strategy, Youth Concert "Pick It Up" and an increase of 23 schools to the Waste Wise School initiative
	The review, consultation and adoption of the bylaw completed	Achieved	Waste Management Bylaw was reviewed and adopted

## Licensing and enforcement

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
Daily processing of all new applications	100 per cent of applications received are processed	Achieved	1540 applications processed 100 per cent completed												
Bi-annual and annual inspections of registered premises	Licenses for food premises are issued within 30 working days of inspection	Achieved	This target was achieved												
	The number of food premises receiving "A" grades is at least 95 per cent and "E" grades less than 2 per cent	Not Achieved	<table border="1"> <thead> <tr> <th>Year</th> <th>2008/09</th> <th>2007/08</th> <th>2006/07</th> </tr> </thead> <tbody> <tr> <td>Number of "A" grade food premises (target &gt;=95%)</td> <td>90%</td> <td>92%</td> <td>88%</td> </tr> <tr> <td>Number of "E" grade food premises (target &lt;2%)</td> <td>2%</td> <td>1%</td> <td>4%</td> </tr> </tbody> </table> <p>There has been a shortage of staff in the food licensing area which has resulted in not all food premises being inspected in 2008/09. New legislation is being proposed which will see a major change in this area with the role of both businesses and the council changing</p>	Year	2008/09	2007/08	2006/07	Number of "A" grade food premises (target >=95%)	90%	92%	88%	Number of "E" grade food premises (target <2%)	2%	1%	4%
Year	2008/09	2007/08	2006/07												
Number of "A" grade food premises (target >=95%)	90%	92%	88%												
Number of "E" grade food premises (target <2%)	2%	1%	4%												
Investigate complaints as required	100 per cent of other complaints are investigated within three days of receipt	Not Achieved	Due to the staff shortages in the environmental health area, only 88 per cent of the 2,216 other complaints received were investigated within three days of receipt.												
Annual dog registration and control	100 per cent of dog registrations processed	Not Achieved	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>99%</td> <td>100%</td> </tr> <tr> <td>2007/08</td> <td>99%</td> <td>100%</td> </tr> <tr> <td>2006/07</td> <td>99%</td> <td>100%</td> </tr> </tbody> </table> <p>Unregistered dogs are followed up by animal control and infringement notices are issued</p>	Year	Actual	Target	2008/09	99%	100%	2007/08	99%	100%	2006/07	99%	100%
	Year	Actual	Target												
	2008/09	99%	100%												
	2007/08	99%	100%												
2006/07	99%	100%													
The number of dog related complaints decreases from the 2007/08 level	Achieved	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>6,001</td> </tr> <tr> <td>2007/08</td> <td>6,462</td> </tr> <tr> <td>2006/07</td> <td>6,745</td> </tr> </tbody> </table>	Year	Actual	2008/09	6,001	2007/08	6,462	2006/07	6,745					
Year	Actual														
2008/09	6,001														
2007/08	6,462														
2006/07	6,745														
The number of dog attacks or rushing dogs in public places on children under 16 years of age decreases from the 2007/08 level	Not Achieved	This KPI has been modified and reported in the following KPI													
The number of prosecutions regarding the dog attacks or rushing dogs in public places on children under 16 years of age decreases from the 2007/08 level	Achieved	The number of prosecutions have decreased from five in 2007/08 to two in 2008/09													

## Emergency management

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?																				
To provide a 4R's based approach (Reduction, Readiness, Response, Recovery) for 'all hazards' and Civil Defence and emergency management in its territorial area.  Responsibilities include:  • risk reduction through informed hazard identification and treatment;  • ensuring the council, its contractors and volunteers are best prepared and ready for any everyday and large scale event;  • maintaining a Civil Defence organisation including controllers; and  • assuming control of the Response and Recovery effort in case a Civil Defence emergency is declared	Proportion of households who state they are adequately prepared in case of emergency increases by 2 per cent over the 2007/08 level	Not Achieved	Percentage who have the following in their home currently																				
			<table border="1"> <thead> <tr> <th></th> <th>2009</th> <th>2008</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Radio that runs on batteries plus the batteries</td> <td>67</td> <td>57</td> <td>56</td> </tr> <tr> <td>Three days supply of food</td> <td>88</td> <td>87</td> <td>78</td> </tr> <tr> <td>First aid kit or first aid supplies</td> <td>85</td> <td>81</td> <td>75</td> </tr> <tr> <td>Three days supply of water</td> <td>44</td> <td>41</td> <td>37</td> </tr> </tbody> </table>		2009	2008	2007	Radio that runs on batteries plus the batteries	67	57	56	Three days supply of food	88	87	78	First aid kit or first aid supplies	85	81	75	Three days supply of water	44	41	37
				2009	2008	2007																	
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Percentage who have an emergency plan																							
<table border="1"> <thead> <tr> <th></th> <th>2009</th> <th>2008</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td></td> <td>27</td> <td>35</td> <td>29</td> </tr> </tbody> </table>		2009	2008	2007		27	35	29															
	2009	2008	2007																				
	27	35	29																				
Complete relevant targets and actions in Auckland Region Civil Defence Emergency Management Plan 2005	Achieved	The council's contribution is progressing with ongoing work with the new Auckland Regional Emergency Management Office structure																					
Professional development programme implemented	Achieved	Professional development programme for Emergency Management Office staff has been undertaken. Controllers course completed along with Recovery Managers Course																					
Zone Emergency Operations Centre capability developed and maintained	Achieved	The Emergency Operations Centre in the council Civic Centre building is now fully operational and able to accommodate a zonal arrangement if required																					
Counties Manukau Memorandum of Understanding maintained	Achieved	Counties Manukau zonal arrangement operations instructions drafted																					



## Community safety

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To develop, implement and participate in projects arising out of the Community Safety Framework and Crime Prevention Action Plan and participate in and fund crime prevention strategies and projects	Actions from the Crime Prevention Action Plan review undertaken	Achieved	<p>A Community Action on Youth and Drugs worker has been contracted for 18 months to work alongside Housing New Zealand and community groups to progress the Community Renewal project in Rata Vine/Wiri. They have also been contracted to work in the Randwick Park community as identified by the Manurewa Advisory Group as being an area of high need.</p> <p>Safe Communities Coordinator and the Child Advocacy Coordinator participated on behalf of the council in the Teal Ribbon campaign (counteract violence in families).</p> <p>Review of CCTV camera relocations undertaken at Mangere Town Centre and Manurewa</p>
To support other stakeholders in local crime prevention initiatives	Participate in safety projects as required	Achieved	<p>Junior Neighbourhood Support awards celebrations held at Weymouth, Dawson, Roscommon, Rowandale, Wymondley, St Johns, Favona, Mangere East and Robertson Road Primary Schools in June 2009.</p> <p>Positive progress on sustaining new Neighbourhood Support Groups in Mangere and Otara. Development of Neighbourhood Support in Sandbrook Drive and Crossandra Avenue.</p> <p>World Health Organisation (WHO) Safe City Accreditation pilot in Mangere implemented in Mangere in May 2009.</p> <p>Safe Communities works in partnership with Counties Manukau Police on Community Partnerships in Manukau East, Mangere, Papatoetoe and Manurewa</p>
	100 per cent fund allocation to community groups	Achieved	Eleven grants made for 2008/09.
To implement and manage CCTV in line with CCTV Strategy and Policy	CCTV Strategy and Policy implemented	Achieved	The CCTV strategy and policy have been implemented.
To provide graffiti removal services	The incidence of graffiti declines by 5 per cent over the 2007/08 level	Not Achieved	<p>Graffiti is a complex issue and a multi-pronged approach is required to address the problem. The Summary Offences (Tagging and Graffiti Vandalism) Amendment Act 2008 passed into law on 26/6/08 effective 1/6/08.</p> <p>Given the challenges faced, the council has agreed that the performance target for the Manukau Beautification Charitable Trust is no longer a valid measure</p>
	Litter and graffiti management plans completed for all town centres	Achieved	Four town centres and Business Improvement Districts (BIDs) have successfully received \$20,000 each for 2008/09 from Ministry of Justice for the Graffiti Vandalism Small Initiatives Grants.

## Democracy

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?	
To provide monthly council and committee meetings and monthly community board meetings	Monthly meetings provided	Achieved	2008/09	
			Number of Council meetings	18
			Number of committee meetings	74
			Number of community board meetings	86
			A comparison to previous year's meetings is unable to be compiled due to the change in measurement of meetings	
To provide civic functions and citizenship ceremonies as required	Functions provided as required	Achieved	<p>There were many civic functions provided this year. Some highlights included: Valerie Vili civic reception, Benefit Screening of Apron Strings, ASEAN Heads of Mission delegation, Mayoral Summit on Drugs, Armistice Day, Mayoral Middlemore Hospital Christmas Tree project, a Mayoral Summit on Drugs, a Multi Ethnic Summit, Signing of the Memorandum of Understanding between Pacific Island Affairs and Manukau City Council and launch of the Westpac Manukau Business Excellence Awards, a Mayoral youth summit, Workchoice day, Find Your Field of Dreams anniversary civic function, film screening of Trouble is my Business.</p> <p>Eleven citizenship ceremonies were held successfully over the year to meet the demand of approved applicants for New Zealand citizenship</p>	
To maintain relationship agreements with mana whenua groups	Relationship agreements maintained	Achieved	A review of the Mana Whenua Forum Terms of Reference is now complete along with all existing relationship agreements. All reporting and payment obligations have been met	
	Mana Whenua, Taura Here and Councillors express satisfaction with the performance of Te Tiriti o Waitangi Committee	Achieved	Te Tiriti o Waitangi Committee has met on a monthly basis. A review was conducted during 2008 and while some refinements were concluded, it was generally assessed to be operating effectively	
To provide local government elections every three years	Participation in local government elections increases by 5 per cent every three years	Achieved	<p>The Local Government elections are held every three years with the next one due in October 2010.</p> <p>NB. A by-election was held on 30 July 2008 for the Otara Ward Councillor. The number of voting papers received was 5,047 as opposed to 6,961 received for the 2007 triennial election</p>	

## Commercial

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
Effective monitoring and management of the performance of the investment in the Whitford Quarry	Review performance of quarry	Achieved	A full review of the quarry operation has been undertaken
Effective monitoring and management of the commercial properties portfolio	The returns from commercial properties as set out in the 10-year plan are met or exceeded	Achieved	Returns are at budgeted levels

## Transport (passenger transport and roads)

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
Develop policy and strategy advice to promote passenger transport services and advocate to ARTA, ARC and other agencies for provision of passenger transport services which meet Manukau's needs	Advocacy and advice on passenger transport provided as required	Achieved	Advocacy and advice on passenger service has been provided to ARTA in respect of: <ul style="list-style-type: none"> <li>• Several policies that are being developed</li> <li>• Service and infrastructure improvements at ferry terminals</li> <li>• A new bus network</li> </ul> Advice has also been provided to resource consent planners on provision of passenger transport on resource consents												
Improve passenger transport facilities to provide for better usage	The number of daily commuters using public transport increases by 10 per cent p.a. over the 2007/08 year	Not Achieved	Covered in ARTA quarterly reports. Figures are not yet available for 2008-09												
Improve passenger transport facilities to provide for better usage	Passenger transport projects are completed in line with demand and regional work programmes within budget.	Achieved	Major passenger transport projects (bus priorities) and rail related projects are in the planning or design phase.  The minor passenger transport works (predominantly new bus stops and new bus shelters), and bus shelter renewals have all been completed for the year.  The Manukau rail link enabling works are still in progress and was on target at the end of the year.  The Half Moon Bay Ferry terminal carpark lighting is complete												
To provide good quality walking and cycling facilities	Cycle improvement projects are completed in accordance with the council's cycle programme	Not Achieved	The schemes in Smales Rd, Stancombe Rd, Te Irirangi Drive (motorway to Boundary Rd) were completed.  Cycle improvement projects were delayed because of feedback from consultation that the removal of kerbside parking to accommodate the cycleways concerned many nearby residents. Completion now expected in 2009/10												
	Footpath projects completed in accordance with the council's programme.	Achieved	The footpath repairs and upgrading programmes have been completed for the year.												
To provide safe and convenient road networks that provide access for the people of Manukau and enables the economic transportation of goods for business	The proportion of residents who state their town centre is easy to get to is maintained at 94 per cent	Achieved	<table border="1"> <caption>Proportion of residents who state their town centre is easy to get to</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>88%</td> <td>94%</td> </tr> <tr> <td>2007/08</td> <td>95%</td> <td>94%</td> </tr> <tr> <td>2008/09</td> <td>96%</td> <td>94%</td> </tr> </tbody> </table>	Year	Actual (%)	Target (%)	2006/07	88%	94%	2007/08	95%	94%	2008/09	96%	94%
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WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?								
To maintain and develop the current roading network in an effective and efficient manner as measured by the Land Transport NZ performance indicators	Road projects completed on time and within budget	Achieved	The following projects have been completed during the year: airport northern access, Beachlands Whitford-Maraetai roundabout, Ormiston Rd bridges and associated road works, Smales Road safety improvements, Cavendish Liverpool Nesdale Link, new traffic signals at two locations, industrial footpaths, infill lighting, Savill Drive bridge and associated roading, streetlight improvements, reseals - chip and AC, traffic signal upgrading, advance destination signage, Community board road works, signalised pedestrian crossings at six locations, road reconstructions, and minor safety projects								
	The number of service requests for roading declines over the previous year	Achieved	<table border="1"> <caption>Number of service requests for roading</caption> <thead> <tr> <th>Year</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>6,578</td> </tr> <tr> <td>2007/08</td> <td>7,041</td> </tr> <tr> <td>2008/09</td> <td>6,584</td> </tr> </tbody> </table>	Year	Actual	2006/07	6,578	2007/08	7,041	2008/09	6,584
	Year	Actual									
2006/07	6,578										
2007/08	7,041										
2008/09	6,584										
Cost of road maintenance is in line with other cities throughout New Zealand as measured by LTNZ transport maintenance cost measure	Not Achieved	Covered in ARTA quarterly reports. Figures are not yet available for 2008-09									

## Carparking

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To provide abandoned vehicles towing services within Manukau	To remove abandoned vehicles within 21 days of notification	Achieved	99 per cent of vehicles removed within 21 days of notification
To manage and lease carparks within approved areas of Manukau for commercial use	Carparks leased within seven days of becoming available	Achieved	Leased carparks are currently at 100 per cent occupancy and are typically leased again within seven days of becoming available
To provide enforcement of bus lanes within approved areas of Manukau.	To reduce the numbers of bus lane infringements to less than 10 per cent of total infringements.	Achieved	There was a large reduction in the number of bus lane infringements for 2008/09. These were less than 10 per cent of total infringements.

# Libraries

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
To ensure the provision of services and resources to meet the informational, recreational, educational and cultural needs of the people of Manukau are available.	The number of people who are library members increases by 5 per cent over the 2007/08 level	Not Achieved	<p>Number of library members</p> <table border="1"> <caption>Library Membership (000's)</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>157</td> <td>175</td> </tr> <tr> <td>2007/08</td> <td>161</td> <td>175</td> </tr> <tr> <td>2008/09</td> <td>168</td> <td>175</td> </tr> </tbody> </table> <p>Manukau Libraries achieved a 4.5 per cent increase in membership numbers from the previous year. There are many customers using libraries and borrowing material on shared family cards. From a user perspective, it is quite likely that the 5 per cent target was reached</p>	Year	Actual	Target	2006/07	157	175	2007/08	161	175	2008/09	168	175
Year	Actual	Target													
2006/07	157	175													
2007/08	161	175													
2008/09	168	175													
	Collection replacement ratio of 15 per cent per annum maintained	Achieved	<p>Libraries have exceeded the 15 per cent replacement ratio, through judicious buying in the first half of the financial year when there was a favourable exchange rate. The council, during the 10 year plan process, has approved a 20 per cent replacement ratio for future years</p> <table border="1"> <caption>Collection Replacement Ratio (%)</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>20%</td> <td>15%</td> </tr> <tr> <td>2007/08</td> <td>19%</td> <td>15%</td> </tr> <tr> <td>2008/09</td> <td>22%</td> <td>15%</td> </tr> </tbody> </table>	Year	Actual	Target	2006/07	20%	15%	2007/08	19%	15%	2008/09	22%	15%
Year	Actual	Target													
2006/07	20%	15%													
2007/08	19%	15%													
2008/09	22%	15%													
	Online homework reference enquiries answered by Manukau Libraries increases by 2 per cent over the 2007/08 level	Not Achieved	The number of reference enquiries for 2008/09 is consistent with those answered in 2007/08. Given the current scope of the service the only way to increase the number of enquiries answered would be to increase the number of operators and or the number of hours the service operates. Neither of these options is currently within the scope of the service												
	Positive working relationships with the Ministry of Education are maintained	Achieved	The relationship with the Ministry of Education continues to be strong. The homework centre at Tupu is well utilised and work is underway to enhance the service and improve curriculum alignment												
To provide and maintain clean, modern, safe and attractive libraries in community settings that are accessible to everyone, and that are compliant with legislative requirements	100 per cent compliance with legislation requirements	Achieved	There are no legislative breaches												

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To provide programmes that ensure all cultures and ages are actively involved and feel welcome and have a sense of belonging when in a Manukau library	<p>Delivery of the following reading support programmes, which are targeted towards families:</p> <ul style="list-style-type: none"> <li>• Preschool story times</li> <li>• Summer reading programmes</li> <li>• Teenage reading programmes</li> </ul>	Achieved	All planned reading programmes have been successfully delivered in 2008/09
To ensure that the council's nineteen libraries are open a total of 738.5 hours over a seven day week, including evenings	Opening hours to a total of 738.5 hours seven days per week are maintained	Achieved	Opening hours are being maintained at agreed levels
To ensure that each library has a learn.net, and provides specialist services to children, young adults and older adults	The number of users accessing information and communications technology through Manukau Libraries computers maintained at the previous year's level	Achieved	The number of users accessing library computers has increased by 3.7 per cent compared 2008/09 compared with the year end figure for 2007/08
To ensure that each library has a learn.net, and provides specialist services to children, young adults and older adults	Learn.nets and specialist services provided at each library	Achieved	Learn.nets and specialist services provided at each library. In recognition of the increased patronage of this service, an upgrade in hardware has been undertaken to ensure that a reliable service is maintained

# Parks

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
Provide active and passive parks together with the appropriate facilities (toilets, play grounds etc) to meet community needs and population growth	Customer (Users) Satisfaction Survey scores for parks of 85 or greater	Achieved	<table border="1"> <caption>Customer (Users) Satisfaction Survey Scores (%)</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>72%</td> <td>85%</td> </tr> <tr> <td>2007/08</td> <td>80%</td> <td>85%</td> </tr> <tr> <td>2008/09</td> <td>86%</td> <td>85%</td> </tr> </tbody> </table>	Year	Actual	Target	2006/07	72%	85%	2007/08	80%	85%	2008/09	86%	85%
Year	Actual	Target													
2006/07	72%	85%													
2007/08	80%	85%													
2008/09	86%	85%													
	Number of residents visiting parks and reserves weekly increases over the 2007/08 level	Achieved	50 per cent. Slight increase from 49 per cent last year. This question was changed in the 2009 Citizens Perception Survey to better reflect the performance measure required, however this means a time series cannot be produced												

To ensure parks are well-maintained and fit for purpose	Parks maintained to maintenance specifications as per service levels	Achieved	108 per cent. Record result shows specification exceeded by 8 per cent. The maximum possible result is 109 per cent
Provide parks and reserves in line with standards and legislative requirements	100 per cent of playgrounds comply with safety standards	Achieved	There are no legislative breaches
	The number of reserves covered by management plans is 50 per cent	Achieved	85 per cent of reserves covered
	The number of urban households within 500m of a playground increases over the 2007/08 level	Achieved	181 Playgrounds. Up from 177
To maintain street trees and gardens	Street trees, street gardens and civic grounds maintained in accordance with service levels	Achieved	Average maintenance exceeded specification for all quarters

## Leisure

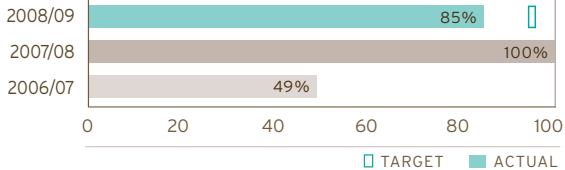
WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
To provide suitable premises for swimming pool, halls and recreation centre purposes that are compliant with legislative requirements	100 per cent compliance with legislative requirements	Achieved	There are no legislative breaches												
To provide well maintained and operated, environmentally friendly swimming pool facilities that meet customer requirements	The number of people visiting council pools increases by 1 per cent over the 2007/08 level	Not achieved	<table border="1"> <caption>Number of people visiting council pools</caption> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2006/07</td><td>2,100</td><td>2,172</td></tr> <tr><td>2007/08</td><td>2,172</td><td>2,172</td></tr> <tr><td>2008/09</td><td>1,801</td><td>2,172</td></tr> </table>	Year	Actual	Target	2006/07	2,100	2,172	2007/08	2,172	2,172	2008/09	1,801	2,172
Year	Actual	Target													
2006/07	2,100	2,172													
2007/08	2,172	2,172													
2008/09	1,801	2,172													
To provide swimming pool programmes that enable people to learn to swim, learn about water safety and promote health and well being	Number of participants attending water learning, water safety and fitness programmes increases over the 2007/08 level	Achieved	The number of participants increased to 116,062 compared to the previous year of 73,543												
To provide well maintained and operated, recreation centres and associated facilities that meet customer requirements	The number of people visiting the council's recreation and fitness centres increases by 1 per cent over the 2007/08 level	Achieved	The number of people increased to 865,000 compared to the previous year of 854,000												
	The number of first-time facility users increases by 2 per cent over the 2007/08 level	Not Achieved	Current data capture does not include this information												

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
To provide programmes which improve community health and fitness	Number of participants attending programmes increases over the 2007/08 level	Achieved	The number of participants increased to 321,000 compared to the previous year of 253,000. Programme enrolments continue to increase												
To provide halls to facilitate sports, social and cultural gatherings within the community	3 per cent increase over the 2007/08 level in total number of visitors to community level	Achieved	<table border="1"> <caption>Total number of visitors to community level</caption> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2006/07</td><td>410</td><td>416</td></tr> <tr><td>2007/08</td><td>416</td><td>416</td></tr> <tr><td>2008/09</td><td>468</td><td>416</td></tr> </table>	Year	Actual	Target	2006/07	410	416	2007/08	416	416	2008/09	468	416
	Year	Actual	Target												
	2006/07	410	416												
2007/08	416	416													
2008/09	468	416													
An average 35 per cent usage of the total hours available for hire maintained at community halls	Not Achieved	Not Achieved	<p>Average usage of community halls</p> <table border="1"> <caption>Average usage of community halls</caption> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2006/07</td><td>35%</td><td>35%</td></tr> <tr><td>2007/08</td><td>25%</td><td>35%</td></tr> <tr><td>2008/09</td><td>25%</td><td>35%</td></tr> </table> <p>It should be noted that the rural halls utilisation only average about 10 per cent whilst use of urban halls average 33 per cent</p>	Year	Actual	Target	2006/07	35%	35%	2007/08	25%	35%	2008/09	25%	35%
Year	Actual	Target													
2006/07	35%	35%													
2007/08	25%	35%													
2008/09	25%	35%													
85 per cent of customer service index for provision for availability of halls maintained	Achieved	Achieved	<table border="1"> <caption>Customer service index for provision for availability of halls</caption> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2006/07</td><td>91%</td><td>91%</td></tr> <tr><td>2007/08</td><td>91%</td><td>91%</td></tr> <tr><td>2008/09</td><td>89%</td><td>91%</td></tr> </table>	Year	Actual	Target	2006/07	91%	91%	2007/08	91%	91%	2008/09	89%	91%
Year	Actual	Target													
2006/07	91%	91%													
2007/08	91%	91%													
2008/09	89%	91%													

## Arts

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To provide well maintained and operated arts facilities that meet legislative and customer requirements	The number of people visiting arts centres increases by 1 per cent over the 2007/08 level	Not Achieved	There has been a slight reduction in numbers visiting arts centres this year. The reduction of visitors to arts centres is due mainly to the change in activity at the Mangere Art Centre, which saw all but one arts related hire at the centre cease. This enabled the centre to extend the professionalism of the provision of exhibitions. The Metro Theatre also had a drop in hire, leading to a drop in numbers
To provide suitable premises for recreation centre purposes that are compliant with legislative requirements	100 per cent compliance with legislative requirements	Achieved	There are no legislative breaches

# Community development

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To develop action plans and annual work programmes with key social groups including disabled people, new settlers, Pacific peoples and Māori	Action plans and work programmes completed	Achieved	Community networks and newsletters established and actively promoted by Community Advisors in all communities.  Programmes developed with key groups in three main areas: <ul style="list-style-type: none"> <li>• Māori eg different Marae</li> <li>• Diversity eg Kiwi Life Programme for New Settlers initiated in Manurewa at Randwick Park Community House and ESOL Gardening projects at Lloyd Elsmore Park Depot in partnership with Manukau Parks.</li> <li>• Youth eg Manukau East Youth Forum and young people supported to participate in Sustainable Cities consultation and the Diversity Forum</li> </ul>
To provide funding for a variety of local community outcomes in line with council policy	95 per cent of groups receiving funding provide accountability reports	Not Achieved	 <p>85 per cent of groups receiving funding in 2008/09 have provided accountability reports thus far with the remaining due in August 2009</p>
	Effectiveness of Social Investment funding distributed each year for city-wide projects and services reported	Achieved	The annual report on the project outcomes from grants allocated from the City-wide Social Investment Fund in 2006/07 was presented to the Grants and Events Funding Sub-committee on 3 December 2008. The report on outcomes of projects funded for 2007/08 will be presented to Grants and Events Funding Sub-committee at the end of September 2009.  Ten projects totalling \$159k were funded from the City wide Social Investment Fund, ranging from Counties Manukau Age Concern to Barnardos.
	Progress with Community Facilities Partnership Scheme projects and funding reported	Achieved	Eleven applications totalling \$774k were funded ranging from Pakuranga Bowling Club to Howick Little Theatre
To provide funding for region-wide facilities and attractions	Grants and programme completed	Achieved	In the 2008/09 financial year, 318 applications totalling \$794k were funded.
To implement, monitor and evaluate council policies and strategies on health	Policies and strategies implemented and monitored	Achieved	Signatories of Te Ora o Manukau - Manukau the Healthy City participated in the Health Impact assessment of the Built Form and Spatial Structure Plan for the Manukau City Centre. The group also contributed to the scoping study and the consultation report.  The Manukau Community Action on Youth and Drugs staff led a series of regional workshops on the Misuse of Drugs Act and had input into the Expert Advisory Group

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To support community partnerships to improve health/ well being outcomes	90 per cent of partner organisations value council participation in activities funded through advocacy and programmes for health	Achieved	The council participated in 13 activities over the course of 2008/09, primarily with Injury Free Counties Manukau
Continue to protect the city's natural and historic heritage	Funding level for Howick Historical Village maintained	Achieved	2008/09 levels of funding was increased to \$200,000 per annum

# Housing for the elderly

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To provide and manage affordable housing to elderly and special needs people with limited means and provide a tenancy service for the occupants	100 per cent management of tenancies, grounds care and social support services each year, to agreed specification and time schedules, with relevant tenant information on age, ethnicity and gender	Achieved	Management of the services to the agreed specifications and time schedules are being met.  The statistics for year ending 2008/09 are:  Average age of tenants: 74.05 years  Gender of tenants: 49 per cent male, 51 per cent female  Ethnic makeup of tenants  European 48 per cent  NZ Māori 17 per cent  Pacific Island 22 per cent  Asian 7 per cent  Other 6 per cent
To provide premises for the purposes intended and compliant with legislative requirements	100 per cent compliance with legislative requirements	Achieved	There are no legislative breaches

# Manukau Memorial Gardens

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To provide cremation and burial services to residents of Manukau city and Counties Manukau region	90 per cent level maintained of average customer satisfaction with overall service at Manukau Memorial Gardens	Not Achieved	This survey is undertaken bi-annually so there are no figures for 2008/09. Last year's result was 82 per cent.
	Market share maintained with burials 30 per cent, cremations 25 per cent	Not Achieved	25 per cent cremations and 30 per cent burial market share has been achieved this year
To manage and maintain, environmentally friendly crematorium and cemetery facilities	Timely provision of new development areas	Achieved	Berm development has been completed for 2008/2009 year
	100 per cent management of grounds and facilities	Achieved	Grounds maintenance achieved required levels of service, however, there is a slowdown due to winter conditions

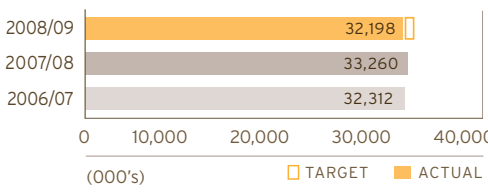
# Community facilities

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?												
To provide free, impartial and confidential, information, advice, advocacy and referral service to the community	Number of persons assisted through CAB increases by 2 per cent over the 2007/08 level	Achieved	<p>Number of persons assisted through CAB</p> <table border="1"> <caption>Number of persons assisted through CAB</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>96</td> <td>-</td> </tr> <tr> <td>2007/08</td> <td>86</td> <td>-</td> </tr> <tr> <td>2006/07</td> <td>79</td> <td>-</td> </tr> </tbody> </table> <p>Over the year there has been a continued increase in enquiries received across all bureaux in Manukau (11.8 per cent increase from last year).</p> <p>Top enquiries have continued to be headed by requests for Justices of Peace services. Enquiries for food parcels have more than doubled when compared with the previous year while enquiries about relationships and custody issues have decreased</p>	Year	Actual	Target	2008/09	96	-	2007/08	86	-	2006/07	79	-
Year	Actual	Target													
2008/09	96	-													
2007/08	86	-													
2006/07	79	-													

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?											
To provide premises which are compliant with legislative requirements	100 per cent compliance with legislative requirements	Achieved	There are no legislative breaches											
	Annual inspections of community tenancies undertaken	Achieved	100 per cent of inspections completed											
To operate seven community houses which provide a location for people to interact	5 per cent increase over the 2007/08 level in the total number of programmed hours offered at community houses	Achieved	<p>Overall, in 2008/2009, the total of programmed hours increased to 7,237 compared to 6,577 in the previous year.</p> <p>Highlight for the year included the commencement of KiwiLife, free programmes for new settlers at Randwick Park and the success of the gardening programme at the Highland Park Community House</p>											
	5 per cent increase over the 2007/08 level in number of visitors to community houses	Achieved	<p>Number of visitors to community houses</p> <table border="1"> <caption>Number of visitors to community houses</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>165</td> <td>-</td> </tr> <tr> <td>2007/08</td> <td>155</td> <td>-</td> </tr> <tr> <td>2006/07</td> <td>128</td> <td>-</td> </tr> </tbody> </table>	Year	Actual	Target	2008/09	165	-	2007/08	155	-	2006/07	128
Year	Actual	Target												
2008/09	165	-												
2007/08	155	-												
2006/07	128	-												

## Economic development

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To advocate for education resources and funding for Manukau	Funds leveraged from central government agencies for education exceeds 1:6 ratio	Achieved	The council received a \$40k grant through the Ministry for Youth Development for the Computer Clubhouse. Computer Clubhouse leveraged \$645,000 last year from the Community Partnership programme and this year approximately \$2m
	Proportion of students leaving school with qualifications increases over the 2007/08 level	Not Achieved	We are unable to get information specific to Manukau city on the proportion of students leaving school with qualifications to enable a comparison to 2007 or the proportion of school leavers with qualifications is equal to, or exceeds, national averages. The National Certificate of Educational Achievement (NCEA) has changed its reporting and this information is only available at the Auckland region level
	Proportion of school leavers with qualifications is equal to, or exceeds, national averages	Not Achieved	The National Certificate of Educational Achievement (NCEA) is New Zealand's main national qualification for secondary school students. The official NCEA 2008 results are publicly available on the New Zealand Qualifications Authority (NZQA) website and provide a comparison between the Auckland region and national data, but are not broken down by council area to show the Manukau data.  NCEA 2007 results show that the percentage of school leavers with NCEA level 1 or higher was 80 per cent in Manukau - compared with 82 per cent nationally. The percentage of school leavers in 2007 with University Entrance attainment was 38 per cent in Manukau compared with 39 per cent nationally
To advocate for employment resources and funding in Manukau	Funds leveraged from central government agencies for employment exceeds 1:6 ratio	Achieved	The council has a Manukau Youth Employment Cadetship scheme in partnership with the Ministry of Social Development. The total cost of the scheme is \$224K, shared equally between MCC and MSD.  Enterprising Manukau is not specifically measured on leveraging funds
To advocate the benefits of information and communications technology in Manukau city	The number of residents and schools using broadband increases by 1.5 per cent over the 2007/08 level	Not Achieved	Data not yet available. Manukau City Council is currently working closely with the government broadband investment initiative.
To improve the amenity value of public spaces in the city through different projects	The proportion of people who rate public spaces as good or excellent increases by 2 per cent per annum from the 2007/08 level	Not Achieved	This question was not included as part of the Citizens Perception survey this year as the interpretation of 'public spaces' was too broad and caused confusion

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To provide support services for and increase the number of small to medium sized businesses (SME's) in Manukau	The number of SME's in Manukau increases by 0.5 per cent over the 2007/08 level.	Not Achieved	The council has a contract with Enterprising Manukau to deliver on this outcome, and to report to the council on a six monthly basis.
	The number of exports by Manukau firms increases by 5 per cent over the 2007/08 level	Not Achieved	Enterprising Manukau's is working with New Zealand Trade & Enterprise, Export New Zealand and other government organisations to assist Manukau SMEs to ensure that their business and products are export ready.  This performance target is impossible to ascertain as the council is unable to find out what Manukau firms are exporting and the dollar amounts invoiced
To promote an enterprise culture and the development of entrepreneurs in Manukau	Funding from New Zealand Trade Enterprise and the Foundation of Research, Science and Technology into the manufacturing business sector increases by 2 per cent over the 2007/08 level.	Not Achieved	This is in Enterprising Manukau's contract who reports to the council on a six monthly basis.  See also The Council Group section on page 81 of this annual report for further information on Enterprising Manukau performance for 2008/09
To facilitate business investment in the city	The proportion of new/relocated businesses experiencing difficulties with council processes remain below 1 per cent	Not Achieved	This is in Enterprising Manukau's contract who report to the council on a six monthly basis.  See also The Council Group section on page 81 of this annual report for further information on Enterprising Manukau performance for 2008/09
To position Manukau as a high class visitor destination by facilitating development of new tourism product and services which meet visitor expectations	The number of guest nights in Manukau increases by 2 per cent over the 2007/08 level	Not Achieved	 <p>2008/09 <span style="border: 1px solid black; padding: 2px;">32,198</span></p> <p>2007/08 <span style="border: 1px solid black; padding: 2px;">33,260</span></p> <p>2006/07 <span style="border: 1px solid black; padding: 2px;">32,312</span></p> <p>0 10,000 20,000 30,000 40,000 (000's) □ TARGET ■ ACTUAL</p> <p>Weekday hotel occupancy in Manukau is mainly driven by non-discretionary business travel rather than leisure travel and weekend occupancy is reportedly driven by our domestic market travelling offshore.  The recession appears to have impacted on both markets more significantly than on the leisure traveller market where the Auckland region, overall, is performing better than Manukau</p>
To provide a collaborative platform and co-ordination within Manukau's tourism industry to deliver greater efficiencies and effectiveness of marketing and product development spend	Five collaborative initiatives delivered directly with Tourism Auckland	Achieved	The regional arrangement has changed with the council now having an ongoing relationship with Tourism Auckland who provides direct support on destination marketing and destination management activity

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
	Two collaborative initiatives directly with tourism operators completed	Achieved	The regional arrangement has changed. However, the council continues to interface between operators and Tourism Auckland to ensure that Manukau's tourism operators are represented regionally
The support and increase the number of needs of tourism operators	One tourism operator to become Qualmark accredited	Not Achieved	Together with Tourism Auckland there is ongoing promotion of the national Qualmark accreditation scheme with a view to increasing the number of accredited tourism operators
To facilitate events within Manukau	The number of people attending council-sponsored and assisted events increases over the 2007/08 level	Achieved	The number of people attending council sponsored and assisted events increased over the 2007/08 year. Continued good weather, effective promotion through Manukau Matters and interest generated through media releases, successful established events plus a range of new council owned or sponsored events, increased funding for community events and greater presence of private events have impacted positively on the city events calendar. The city has hosted eight national sporting events plus had record numbers at its premier event the ASB Polyfest
To assist events organizers by providing expert advice and a seamless facilitation process	Assist ten events per month	Achieved	There were 174 facilitated events across the city this year. Interest in event activity in the city continues to grow from both professional and community event organisers with Manukau's community becoming more engaged in celebrating its diversity
	Respond to all event enquiries within 48 hours of receipt	Not Achieved	Enquiries continue to be high and we are currently running at approximately a 98 per cent success rate to the 48 hours response timeline.
	Conduct two events workshops	Not Achieved	There have been issues around the sustainability of events in the city. Therefore resources were used to undertake i) in-depth individual post-event reviews and ii) Event Support Fund application meetings with event organisers.
To attract events with a regional, national or international focus	One new event established	Achieved	The city has successfully hosted 11 events in this category this year. They include: <ul style="list-style-type: none"> <li>• NZ Pony Club Championships</li> <li>• National Premier NZ Hockey Tournament</li> <li>• Federation Cup Hockey Tournament</li> <li>• NZ National Off Road Championships</li> <li>• Women's National Triples Bowling Tournament</li> <li>• Hyundai National Open Bowls Championships</li> <li>• India Test Series (Hockey)</li> <li>• Targa Rally</li> <li>• Co-hosted the BWM Auckland Regatta Week</li> <li>• Manukau Festival of Arts 08</li> <li>• Botanic Garden Festival</li> </ul>

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To promote events by the use of appropriate marketing tools	The number of schools participating in the ASB cultural Festival increase by 2.5 per cent over the 2007/08 level	Achieved	Another record year for the ASB Polyfest with 10,000 performers watched by 90,000 spectators, increases of 10 per cent and 3 per cent respectively
	Increased number of participants to premier events over the 2007/08 level	Achieved	With the city successfully hosting eight national and international sporting events to date this financial year plus hosting major sporting events such as the Sir Barry Curtis 10k Classic Road Race, the BMW Auckland Regatta Week, the new Weetbix Triathlon participation at our premier sporting events continues to increase.  Community interest in cultural festivals such as Diwali, Vaisakhi, Lunar New Year and Waitangi Day remains high in line with council's strategy to celebrate diversity. Add to this the ASB Polyfest the largest Polynesian festival in the world for young people. These festival celebrations are classed as premier events for the city and increasing audience numbers demonstrate the importance and pride our community places on such events

## Town centres and business precincts

WHAT DO WE DO?	HOW WILL WE MEASURE SUCCESS?	DID WE MEET OUR TARGET?	HOW DID WE DO?
To increase the number of Business Improvement Districts across the city and to continue working with existing Business Improvements Districts	Two new Business Improvement District areas established	Achieved	A new Business Improvement District has been created in the Greater East Tamaki Business area. Work is progressing with developing a Business Association in another town centre within Manukau
To provide suitable facilities for town centres that complies with legislative requirements	100 per cent compliance with legislation	Achieved	There are no legislative breaches

# APPENDICES

**What we review in this section:**

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Glossary	p208
Global Reporting Initiative Index	p210
Council contact details	p212

## Councillor Profiles

### Manukau Mayor Len Brown

BA, LLB

#### YEARS ON COUNCIL

Served on council 1992 to 2004 and from 2007

#### QUALIFICATIONS

Bachelor of Arts

Bachelor of Laws

#### PROFESSIONAL EXPERIENCE

Before his election as mayor, Len Brown had a successful law career including being a partner in the law firm Wynyard Wood. He retired from this position to pursue a campaign for the mayoralty in 2007.

Mr Brown was also a member of the Counties Manukau Health Council for 11 years and chaired this body for eight years.

His past roles included vice-chairman of the Hillary College Board of Trustees, chair of the Otara Fleamarket committee, chair of the Otara Labour Party Electorate Committee and chair of the Otara Youth Action Group.

Mr Brown was founder co-ordinator of the Howick Free Legal Service and co-founded the Greenmount East Tamaki Business Association. He co-founded and chaired Enterprise Otara, Otara Health Incorporated and the Total Health Care Otara Trust Board.

Mr Brown also chaired the Otara Economic Development Trust and was a member of the Ministerial Primary Health Organisation Advisory Group.

#### INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS

Chair, Local Government New Zealand's Metro sector group



### Gary Troup

#### YEARS ON COUNCIL

Elected for first term October 2007

#### PROFESSIONAL EXPERIENCE

Gary Troup is self-employed in event management and sports marketing. He was on the Papatoetoe Community Board for 12 years, six of those as chair. He has been active in the community being a delegate to the Papatoetoe Neighbourhood Support Group and a former Board member - Counties Manukau Sport, and Manukau Holiday Camps Trust. Cr Troup is also a member of the Papatoetoe Cosmopolitan and Rugby Clubs and on the organising committee for the Papatoetoe Sports Awards. Formerly an international cricketer, Cr Troup is a life member and president of the Papatoetoe Cricket Club and vice-president of the Auckland Cricket Association.

#### INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS

GB Troup Sports Marketing Services Limited

DIGA Limited

Trustee - Camp Quality NZ



### Cr Colleen Brown

M.Ed (Admin) (Hons) B.A.

Dip Tchg Dip Ed

#### YEARS ON COUNCIL

First elected 2001

#### QUALIFICATIONS

Diploma of Teaching

Diploma of Education

Master of Education (Honours)

Bachelor of Arts

#### PROFESSIONAL EXPERIENCE

Colleen Brown's background is in education and she has an extensive history in her involvement in the disability sector as an advocate and serving member of many disability not-for-profit organisations.

Cr Brown was a senior lecturer at Manukau Institute of Technology for 14 years working with businesses and also lecturing on the Bachelor of Communication degree.

Cr Brown's interest in policy and strategic development has seen her involvement in a number of positions in the community supporting the development of Early Childhood Education. She was a ministerial appointee to the Establishment Board for Mission Heights Primary School. She was the inaugural recipient of the Life Membership Award from the New Zealand Down Syndrome Association in 2006.

#### INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS

Accredited Resource Management Act Hearings committee member

Chair Board of Parent and Family Resource Centre

Elected member of Counties Manukau District Health Board

Chair DISAC committee for District Health Board

Member of Watercare Shareholders Representative Group for Manukau City Council

Member Early Childhood Education Project implementation Team

Chair of City Of Manukau Education Trust (COMET)

Taskforce on Early Childhood Education

Member Manukau Central Business Association



### Cr Hugh Graham

#### YEARS ON COUNCIL

First elected 2007

#### PROFESSIONAL EXPERIENCE

Hugh Graham has been a police officer in the Cook Islands, worked in the airline industry and been a park ranger responsible for the management of sporting grounds in Mangere, Papatoetoe, Otara and Manurewa.

Cr Graham was an elected member of the Mangere Community Board from 2001-2004. He started the Auckland Cook Islands volleyball association, and set up the Parks Friendly Neighbours project which brings neighbours together to 'take ownership' of parks and reserves.



### Cr Sylvia Taylor

#### YEARS ON COUNCIL

First elected 2006

#### PROFESSIONAL EXPERIENCE

Involved in the fashion industry, as a designer and pattern-maker, manufacturer and retailer and model, Cr Taylor was also a hairdresser and salon owner, managed the Disabled Citizen Society, and is a toy retailer. A property developer, Cr Taylor has also been involved in the commercial and industrial real estate sector. She has also worked as an actress. Cr Taylor is also a member of the Tree Council, Manukau in Bloom, and the Mangere Bridge Business Improvement District.

#### INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS

Three years Mangere Community Development Trust

Kensyl Holdings Limited

Falcon International 1982 Limited

Marinelli International Limited

Redlor Holdings Limited

Loves Creations Limited

Lorson and Associate Hard Copy Limited



### Cr Arthur Anae

DIP BUS ADMIN

#### YEARS ON COUNCIL

First elected 2004

#### QUALIFICATIONS

Diploma in Business Administration.

#### PROFESSIONAL EXPERIENCE

Arthur Anae has been self-employed since 1981, a businessman with interests in residential/commercial property, hotels and Broiler chicken farms. He was a National list Member of Parliament from 1996 to 2002.

#### INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS

Counties Manukau District Health Board

Counties/Manukau Sport

John Walker Find Your Field of Dreams Foundation

Pacific Health advisory committee

Manukau Institute of Technology

Managing Director AMA Travel

NZ Good Samaritan Heart Mission to Samoa Trust



### Cr Bob Wichman

#### YEARS ON COUNCIL

First elected 1993

#### QUALIFICATIONS

Registered Electrician

#### PROFESSIONAL EXPERIENCE

Bob Wichman has been an electrical engineer for the past 48 years. He is the owner of a home appliance sales and service company and also owner of a financial services company, Presidential Financial Services Limited, for 30 years. Cr Wichman was chair of the previous Economic Development and Corporate Governance Committees.

#### INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS

Counties Manukau District Health Board

Presidential Financial Services Limited

Director - Bob Wichman Limited



**Cr Daniel Newman**

BA, MA(Hons)

**YEARS ON COUNCIL**

First elected 2007

**QUALIFICATIONS**

Bachelor of Arts, University of Auckland (1998)

Master of Arts (Hons), University of Auckland (2000)

Justice of the Peace (2007)

**PROFESSIONAL EXPERIENCE**

Daniel Newman is employed as a policy advocate for a commercial property trade organization. Advocate to central government on public policy matters such as investment tax and securities legislation; building and environmental standards; and property law.

Previously served as a member and chairperson of the Manurewa Community Board (2004-07). Cr Newman was formerly employed as a policy analyst in both central and local government.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

Manurewa RSA (Associate member)

Manurewa Historical Society

Randwick Park Residents' Group

Wattle Downs Residents' Association

Weymouth Residents and Ratepayers' Association

**Cr Sharon Stewart QSM****YEARS ON COUNCIL**

First elected 1998

**PROFESSIONAL EXPERIENCE**

Sharon Stewart has a secretarial background, as well as working in advertising for Three Brothers Limited. She also has her REINZ certification in real estate. Cr Stewart has a strong background in community work as a fundraiser for IHC in 1989, and a campaigner for better conditions in New Zealand hospitals. She was organiser of Juliet in the Park in 1989/90, organiser of the Blood Bank appeal 1991 as well as being a foundation member and President of the Military Tattoo.

Sharon was also awarded Howick Citizen of the Year 1991, was a foundation member and patron of Howick in the Park 1995, and is patron of the Howick Rifle Club. Cr Stewart was elected to the Howick Community Board in 1995, and in 1998 she was awarded a Queens Service Medal for service to the public.

**Cr David Collings****YEARS ON COUNCIL**

First elected 2001

**PROFESSIONAL EXPERIENCE**

David Collings has 20 years experience in electrical and refrigeration engineering. He has also been involved in management within the entertainment and hospitality industry. Before his election to the council, Cr Collings was elected to the Pakuranga Community Board. He is also chairman of a community house management committee, and has been chair of the Lloyd Elsmore Park Users committee for the past seven years.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

Member of Regional Land Transport committee

Member of Territorial Local Authorities Electoral College for the Auckland War Memorial Museum and MOTAT

Chairman - AMETI Political Steering Group

Counties Manukau District Health Board

**Cr Jami-Lee Ross**

Dip(CS)

**YEARS ON COUNCIL**

First elected 2004

**QUALIFICATIONS**

Diploma in communication studies

Licensed pilot

**PROFESSIONAL EXPERIENCE**

Jami-Lee Ross is the youngest elected councillor in the Auckland region. While serving on the council Jami-Lee has furthered his education by studying economics and political studies part-time at the University of Auckland. He is also a licensed pilot and holds a diploma in communication studies from Manukau Institute of Technology. In the community Jami-Lee represents the council on the Howick Village Association management committee and Uxbridge Creative Centre board. He is also active in the NZ National Party and is a member of the Citizens and Ratepayers Association.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

Howick Village Association management committee

Uxbridge Creative Centre board

NZ National Party

Citizens and Ratepayers Association

**Cr Anne Candy**

PG Dip Bus, QSO, JP

**YEARS ON COUNCIL**

First elected 1995

**QUALIFICATIONS**

Post-graduate Diploma in Business from Auckland University.

Trained secondary school teacher

ACC-approved sexual abuse counsellor

Social worker and co-ordinator

**PROFESSIONAL EXPERIENCE**

Anne Candy was deputy mayor of Manukau for nine years (1998 - 2007) during which time she was the council's representative on the Mayors' Taskforce for Jobs, the Metro Mayors Sector Forum, Manukau the Healthy City Management Committee, and delegate, presenter and workshop facilitator at Local Government New Zealand Annual Conferences. Cr Candy is a Companion of the Queen's Service Order, awarded for Public Service and a Justice of the Peace. She is patron of the Manurewa Returned Services Association, the Manukau National Council of Women and trustee of the Taonga Education Centre Early Childhood Centres, as well as a life member of the Māori Women's Welfare League Inc. Cr Candy is also the inaugural recipient of the Auckland University Business School Alumni Mira Szaszy Leadership Award.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

National Nga Matakokiri (Māori Advisory Group) representative on LGNZ/DIA Working Party for 2002 review of Local Government Act

Wiri Licensing Trust 1993-1998

Counties Manukau District Health Board Chair

Community and Public Health Advisory Committee

Chair of POU Māori Advisory Committee

Accredited Resource Management Act Hearings Committee Member

**Cr Dick Quax****YEARS ON COUNCIL**

First elected 2001

**PROFESSIONAL EXPERIENCE**

Dick Quax has been self-employed for 15 years in sports marketing and events management. Before starting that business, Cr Quax was a professional track coach in the United States for Nike, building on his profession as an athlete and Olympic medal winner. Cr Quax has been an Ambassador to the Special Olympics for the past 10 years, is a governor of the NZ Sports Hall of Fame, and a trustee for the Lovelock-Davies Foundation.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

Athletics Marketing and Management

**Cr Sir John Walker****YEARS ON COUNCIL**

First elected 1998

**PROFESSIONAL EXPERIENCE**

Sir John Walker has been self-employed with his wife Helen for 14 years in Stirrups Equestrian Supplies. Cr Walker has a strong background in voluntary community work having been president of the Variety Club for eight years and carried out voluntary work for the Parkinson's Society and the Brain Institute. He was an initial member of the NZ Sports Foundation and chair of the funding committee for the Hillary Commission. As well, he has a strong involvement in the athletics, tennis and equestrian sectors.

Cr Walker has previously been chair of the council's Social Services Committee, Community Development Committee and for the Arts Funding Committee. He is now leading the establishment of the John Walker Find your Field of Dreams Foundation.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

Stirrups Equestrian Supplies Limited

John Walker Find Your Field of Dreams Foundation



**Cr Alf Filipaina**

**YEARS ON COUNCIL**

First elected 2003

**QUALIFICATIONS**

Diploma in Policing

**PROFESSIONAL EXPERIENCE**

Alf Filipaina has been a member of the New Zealand Police Force for the past 30 years, latterly as Pacific liaison officer for Counties-Manukau police. Cr Filipaina is also on the board of trustees for the Mangere Community Law Centre, and a trustee for the Mangere Community Health Trust.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

- Mangere Community Health Trust
- Mangere Community Law Centre
- Local Government New Zealand - Zone One
- Mahunga Drive Business Improvement District
- Mangere Town Centre Business Improvement District



**Cr Michael Williams**

CA

**YEARS ON COUNCIL**

First elected 2007

**QUALIFICATIONS**

Chartered Accountant

**PROFESSIONAL EXPERIENCE**

Michael Williams has held senior financial management roles in Auckland and London. Cr Williams was previously the chairman of the Botany Community Board between 2004 and 2007.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

- Counties Manukau District Health Board



**Cr Maggie Burrill**

BA/LLB, MComLaw, Dip Prof Ethics

**YEARS ON COUNCIL**

First elected 2007

**QUALIFICATIONS**

Masters degree in Commercial Law

Diploma in Professional Ethics

**PROFESSIONAL EXPERIENCE**

Qualified Resource Management Commissioner. Cr Burrill was elected to the Botany Community Board in 2004 and was the board's deputy chair.

**INVOLVEMENT IN OTHER COMMITTEES/ORGANISATIONS**

- Member Territorial LA Electoral College for Auckland War Memorial Museum and MOTAT
- Member Hauraki Gulf Forum
- Member Whitford Quarry Community Committee
- Member Whitford Landfill Community Committee
- Member Otara Lake Community Committee
- Member Waahi Tapu Working Party.



## Director Profiles

### CHIEF EXECUTIVE OFFICER

**Leigh Auton**, BA, MA(Hons),  
Dip TP, MTP (Hons)

Started in role 2006



#### QUALIFICATIONS

Bachelor of Arts  
Master of Arts (Hons) in Geography  
Diploma of Town Planning  
Masters of Town Planning (Hons)  
Senior Management Programme at Stanford University in California  
Finance Course at the Mt Eliza Business College in Victoria  
Harvard Business School's Leading Change & Organisational Management course.

#### INVOLVEMENT IN OTHER ORGANISATIONS

Leigh is a former president of the New Zealand Planning Institute, a founding member of the Resource Management Law Association and a member of the Society of Local Government Managers and Institute of Directors. He also is a Director of the Ngapuhi Asset Holding Company.

He is a 30-year career veteran at Manukau city, starting as a planner then having responsibility for the city's environmental planning for two decades. He was Director of Environmental Management before becoming Chief Executive. He has also overseen the management of major infrastructure and transport projects for Manukau city and been involved at a senior level with major projects for Auckland region.

### DIRECTOR - STRATEGY

**Grant Taylor**, CA

Started in role 2006



#### QUALIFICATIONS

Chartered Accountant

Grant is an experienced director, who has held senior executive roles at both Manukau and Auckland City Councils. Grant has had 39 years experience in local government including 35 at Manukau and four years at Auckland City. He has held executive positions for 30 years, 25 of which have been at senior level where Grant has played a strong leadership role in the Auckland region. His specialist areas include local government finance and for the past decade Grant has focused on broad strategic direction, central and regional government relationships and governance.

### DIRECTOR - ORGANISATIONAL PERFORMANCE

**Robyn McCulloch**, MBA

Started in role 2006



#### QUALIFICATIONS

Master of Business Administration  
Certificate of Proficiency Radiochemistry  
Robyn has been with the council since July 1999. She has extensive experience in the areas of quality process, business improvement and procurement. Her considerable local government experience also extends to the areas of human resources and customer services. Before joining Manukau City Council, Robyn was an independent project management consultant and held senior roles in several multi-national pharmaceutical companies. Robyn has a passion for achieving excellence in customer service, leading people and business outcomes.

#### INVOLVEMENT IN OTHER ORGANISATIONS

SOLGM Legal Compliance Working Party  
National Compliance Qualifications Steering Group

### DIRECTOR - ENVIRONMENT

**Ree Anderson**, BTP

Started in role 2006



#### QUALIFICATIONS

Bachelor of Town Planning  
Certificate of Proficiency - Economics  
Certificate of Proficiency - Māori Language  
Certificate of Proficiency - Māori Land Law

Ree has more than 20 years experience in environmental management and planning. Before taking on this role in 2006, Ree held a Senior Executive role at Rodney District Council and was promoting local sustainable development plans, strategic economic policy and the integration of planning policy and resource consent delivery. Prior work experience has included central, regional and local government and as independent planning consultant with particular interest in urban development and design. Ree has a privileged background working with tangata whenua from 1980.

#### INVOLVEMENT IN OTHER ORGANISATIONS

Member New Zealand Planning Institute  
Auckland Regional Policy Director's Group  
Department of Building & Housing 'Urban Taskforce'  
Member RMA Working Party  
Member MFE/DBH Integrating RMA/Building Act Working Party

### DIRECTOR - COMMUNITY

**Ian Maxwell**, BTP, MPhil, MBA

Started in role 2006



#### QUALIFICATIONS

Bachelor of Town Planning  
Master of Philosophy (Economics)  
Master of Business Administration

Ian has an extensive background in local government with strong skills in strategy, policy, and service delivery. He has held a number of positions at Auckland City including Group Manager Implementation Planning, Group Manager City Marketing and Group Manager, Strategic Development.

#### INVOLVEMENT IN OTHER ORGANISATIONS

Civil Defence Controller  
Carmel College  
New Zealand Institute of Directors  
New Zealand Association of Economists  
New Zealand Planning Institute

### DIRECTOR - ECONOMIC

**Rick Walden**, BE, NZCE

Started in role 2006



#### QUALIFICATIONS

Bachelor of Engineering (Civil and Structural)  
New Zealand Certificate in Engineering (Civil)

Rick's responsibilities encompass transportation, property and economic development, which includes liaison with the business and education sectors and tourism. Rick has had considerable involvement in economic development, including transport and infrastructure, property development and also has wide business experience. Rick was General Manager Transport Services at North Shore City. He has previously held a number of senior management positions with Carter Holt Harvey and was a partner and director in a multi-disciplined consulting organisation. Early on in his career, Rick worked for Manukau City Council as a ward engineer.

#### INVOLVEMENT IN OTHER ORGANISATIONS

Institute of Directors, Provisional Accreditation  
Chartered Professional Engineer  
International Professional Engineer  
Member Institute of Professional Engineers NZ  
Member NZ Institute of Forestry  
Member Society of Local Government Managers

### DIRECTOR - FINANCE

**Dave Foster**, CA

Started in role 2006



#### QUALIFICATIONS

Chartered Accountant  
Dave has considerable experience in financial management in local government, including experience at Wanganui District Council where he was the manager of the Information and Finance Group and more recently, held the position of Finance Manager at Palmerston North City Council. Dave has strategic and implementation experience in the information and the systems area as well as experience in auditing local government and other public bodies. Dave was Sector Manager, Local Government with the Office of the Auditor General.

#### INVOLVEMENT IN OTHER ORGANISATIONS

Society of Local Government Managers  
New Zealand Institute of Chartered Accountants

### CHIEF ADVISOR - RISK & ASSURANCE

**Geoff Foster**, CA

Started in role 2006



#### QUALIFICATIONS

Chartered Accountant  
Geoff has been employed at the Manukau City Council for 26 years, mainly in finance/accounting management roles. His previous role was Chief Financial Officer. He has a strong desire to assist the organisation to have a stronger focus on effective risk management to better achieve stated results and outcomes.

### CHIEF ADVISOR - CEO'S OFFICE

**Phil Wilson**, DPH, MBA

Started in role 2006



#### QUALIFICATIONS

Diploma in Public Health  
Masters of Business Administration  
Phil has worked in Manukau City for more than 20 years in a variety of management and other roles. Prior to leading the CEO and Mayoral officers as Chief Advisor, Phil was Group Manager Human Resources and Corporate Communication.

# Glossary

## Terms and acronyms

**10-year plan:** see Long-Term Council Community Plan (LTCCP).

**Activities:** services provided by Manukau City Council.

**Amortisation:** the systematic allocation of the value of an intangible asset over its useful life.

**AMP:** asset management plan. A planned programme for maintaining and replacing assets so they provide a level of service that meets the growth and demands of the community.

**Annual plan:** the plan of how Manukau City Council will spend its money in the next financial year and the level of rates required to fund this spending.

**Annual report:** the report of what Manukau City Council achieved - and how much it cost to achieve it - in the last financial year that ran from 1 July to 30 June.

**Asset:** an item of value, usually of a physical nature, that has a useful life of more than 12 months and creates future economic benefits over a period of time.

Infrastructural assets provide the basic facilities, services and installations needed for a community or society to function. They include buildings, art and street furniture, road and footpath pavement, and stormwater drainage pipes.

Non-infrastructural assets provide either administrative or operational functions. These assets may or may not be of physical nature and include computer software and office equipment.

**Asset management plan:** see AMP.

**Auckland Council:** the future amalgamation of the current seven territorial authorities (Rodney District Council, North Shore City Council, Auckland City Council, Waitakere City Council, Manukau City Council, Papakura

District Council and Franklin District Council) and one regional council (Auckland Regional Council). Auckland Council is set to begin work in November 2010.

### Auckland-Manukau Eastern Transport

**Initiative (AMETI):** \$1.33 billion package of integrated transport improvements for the east of Auckland between Glen Innes and Manukau city centre.

### Auckland Regional Council (ARC):

responsible for protecting the Auckland region's air, soil and water resources from pollution and ensuring their sustainable use. It also manages the demands on the region's transport systems and supports public transport services.

### Auckland Transition Agency (ATA):

agency established by the Government to amalgamate the councils across the Auckland region into the new Auckland Council by October 2010.

### Business improvement district (BID):

an area where local businesses agree with the council to pay a 'targeted rate' which is used to improve the area in order to attract new businesses and customers.

### CCO's (and CCTOs):

see council-controlled organisations.

### Citizens' perception survey (CPS):

a council survey of residents on issues such as how people rate Manukau city as a place to live, work, or do business in; the level of satisfaction with the way the city looks and feels; and their level of use and satisfaction with a range of council services.

### Community boards:

the Manukau City Council has eight community boards which are local representative bodies that pass on community concerns and make recommendations to the elected council and its committees.

**Council-controlled organisations:** a company or organisation in which a council or councils host 50 per cent or more of the voting rights or can appoint 50 per cent or more of the trustees, directors or managers.

**Community outcomes:** the things the community thinks are important for its current or future social, economic, environmental or cultural well-being.

**Debt:** public debt financing used to acquire assets after allowing for funding from other sources.

**Depreciation:** the charge representing consumption or use of an asset, assessed by spreading the asset's value over its estimated economic life.

**Development contributions:** contributions from developers, collected to help fund new infrastructural required by growth, as set out in the Local Government Act 2002.

**Expenditure:** reason why funds have been spent on asset development.

**Global reporting initiative (GRI):** the world's most widely used framework for sustainability reporting which sets out the principles and indicators that organisations can use to measure and report their economic, environmental and social performance.

**Financial contributions:** contributions from developers collected under the district plan for developing public facilities, including open spaces and parks. Contributions might be in cash or in the form of land.

**Funding policy:** looks at who benefits from a service and who pays for it. This is a statutory, three-stage process.

**General rate:** a levy by Manukau City Council to fund its general services, but not services funded by separate rates, fees or charges.

**Gross:** total without deductions, not net.

**Groups of activities:** a Group of Activities carried out by the Manukau City Council in order to meet its objectives. The organisation divides its work into eight areas: City Form and Environment, Safe City, Leadership and governance, Transport, Leisure and Recreation, Community services, Thriving Economy and Innovative Council.

**Growth:** new assets required to meet the community's needs through population growth.

**Interest:** interest on bank overdrafts and debt. Interest is allocated to reporting components based on net book value.

**Key performance indicator (KPI):** a measure of performance which is commonly used to help an organisation to define and evaluate how successful it is.

**Level of service:** new assets to increase the level of service provider by an activity

**Local Government Act:** defines the powers and responsibilities of territorial local authorities such as Manukau City Council.

**Long-Term Council Community Plan (LTCCP):** a document prepared every three years. It describes the Manukau City Council's services, how they will be funded over the next 10 years, and how the organisation will help achieve the community outcomes. The LTCCP is prepared under section 93 of the Local Government Act 2002.

**Long-term financial strategy:** looks at what the council does, why it does it, and how its activities are undertaken. It identifies the expenditure needed for the activities and indicates the proposed source of funds.

**Manukau city:** refers to the geographical area governed by the Manukau City Council.

**Manukau City Council:** refers to both the elected council and to the organisation.

**Mission statement:** identifies what an organisation does, why it does it, and who it does it for.

**Net:** sum remaining after revenue has been deducted from expenditure. Manukau City Council's net cost of activities is funded from rates.

**Operating surplus:** rates income, income from activities and other income minus spending.

**Output:** services the council provides.

**Passenger transport:** (sometimes referred to as public transport) includes buses, trains and ferries.

**Passenger transport corridor:** an area of land the council has identified as necessary for future passenger transport developments, e.g. road widening. The council identifies and formally designates such corridors and protects them from development.

**Performance measures:** identifies the key services that the Manukau City Council provides and the level at which each is delivered and the measures used to assess how well the council is expected to perform in delivering the service.

**Policy:** outlines the approach the Manukau City Council takes to achieve a strategy.

**Rate differential:** where a rate is applied at a different level to different types or categories of property, e.g. residential, non-residential or rural land.

**Rates:** income received by the Manukau City Council from rates on properties in Manukau, including Business Improvement District rates.

**Renewals:** activities required to upgrade, refurbish or replace existing facilities or assets, with facilities or assets of equivalent capability or service potential.

**Revenue:** income received by the Manukau City Council to fund its services. Revenue sources include rates, and fees and charges for using a particular service, penalties and fines, such as parking fines; and grants and subsidies.

**Revenue and financing policy:** looks at how the council funds its operational and capital expenditure.

**Shareholder's representative groups:** groups set up to administer the joint local enterprises of local authorities in the region. There are shareholder's representative groups for Auckland Regional Transport Network Limited (ARTNL) and Watercare Services Limited.

**Statement of Intent (SOI):** an agreed understanding between the council (as shareholders) and a CCO, which includes the future objectives and performance of the CCO. The SOI is reviewed annually.

**Strategy:** indicates the Manukau City Council's long-term direction.

**Subcommittee:** formed by the elected council or standing committees as needs arise, such as for major projects.

**Submitter:** a person who puts forward their views in support of or opposition to a resource consent or council proposal.

**Sustainability:** development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

**Territorial local authority (TLA):** a council such as Manukau City Council, Auckland City or Rodney District Council.

**Towards 2060:** draft spatial plan that shows how the city will develop over the next 50 years.

**Tomorrow's Manukau - Manukau Āpōpō:** a ten year plan that sets out Manukau city's vision, which is to create a city that is progressive, proud and prosperous.

**Vested assets:** infrastructural assets transferred to the Manukau City Council by developers.

## Global Reporting Initiative (GRI) Index

GRI indicators that have been discussed in this report are referenced in the following table:

GRI reference number and description	Page	Full or partially covered?	
<b>1</b>	<b>Strategy and analysis</b>		
1.1	Overview from the Mayor and CEO	6 - 7	Full
1.2	Description of key impacts, risks and opportunities	4 - 7	Partial
<b>2</b>	<b>Organisational profile</b>		
2.1	Name of the organisation	Front cover	Full
2.2	Primary brands, products and/or services	4 - 5, 81 - 97	Full
2.3	Operational structure of the organisation	70 - 71	Full
2.4	Location of the organisation's headquarters	Back cover	Full
2.5	Area where the organisation operates	Inside back cover	Full
2.6	Legal form of the council	109	Full
2.7	Main target groups of the council activities	Inside back cover	Full
2.8	Scale of organisation	9, 21 - 67, 78 - 79, 107	Full
2.10	Awards received in the reporting period	Cover flap	Full
<b>3</b>	<b>Report parameters</b>		
3.1	Reporting period	Front cover	Full
3.4	Contact point	212	Full
3.5	Process for defining report content	4 - 5	Full
3.6	Boundary of the report	4 - 5	Full
3.7	Limitations on the scope of the report	4 - 5	Full
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other situations	81 - 97	Full
3.9	Data measurement techniques	Throughout report	Partial
3.12	Table identifying the location of the Standard Disclosures in the report	210 - 211	Full
3.13	External assurance for the report	102 - 103	Full
<b>4</b>	<b>Governance, commitments, and engagement</b>		
4.1	Governance structure of the organisation	69 - 76	Full
4.2	Indicate whether the chair of the highest governance body is also an executive officer	70 - 71, 77	Full
4.3	Number of members of the highest governance body that are independent or non-executive members	36, 76	Full
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	36, 76	Full
4.5	Linkage between compensation for members of the highest governance body, senior managers, executives and the council's performance	74, 156	Full
4.6	Processes in place to ensure conflicts of interest are avoided	75	Full

GRI reference number and description	Page	Full or partially covered?	
4.8	Mission or value statements, codes of conduct, and principles	4	Full
4.9	Procedures of the highest governance body for overseeing economic, environmental and social performance	19	Full
4.10	Processes for evaluating economic, environmental, and social performance	15 - 19, 21 - 67	Full
4.13	Memberships in associations	200 - 207	Full
4.14	List of stakeholder groups engaged by the organisation	17	Full
4.17	Key topics and concerns that have been raised through stakeholder engagement	15 - 19	Full
<b>Environmental performance indicators</b>			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	5	Partial
<b>Social performance indicators</b>			
LA1	Breakdown of workforce	79	Full
LA2	Employee turnover	79	Full
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	79	Partial
LA4	Percentage of employees covered by collective bargaining agreements	79	Partial
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	79	Partial
LA7	Rates of injury, lost days, absenteeism	79	Partial
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	79	Partial
LA11	Programs for skills management and learning that support employees	78	Partial
LA12	Percentage of employees receiving regular performance and career development reviews	79	Partial
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	79	Full
<b>Human rights performance indicators</b>			
HR5	Right to exercise freedom of association and collective bargaining and actions taken to support these rights	79	Partial
<b>Social performance indicators</b>			
SO1	Nature, scope, and effectiveness of programs that manage the impacts of operations on communities	21	Partial
<b>Product responsibility performance indicators</b>			
PR5	Customer satisfaction practices	16 - 77	Partial
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	76 - 77	Partial

## Getting in Touch

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If you want information or need some help, you can get hold of us in a variety of ways. Whatever council information you need - building and resource consents, District Plan, community consultation, dog registration, transport, community services, rubbish and recycling, rates, roads, footpaths and street-lighting, parks, graffiti, noise, wastewater, animal control, food safety, liquor licensing, council meetings, policies, parking, events, compliments, complaints or queries. Our call centre and website are our primary information centres:

### ➤ On-line:

[www.manukau.govt.nz](http://www.manukau.govt.nz) where you'll find information on council services plus news and events.

### ➤ Call us:

(09) 262 5104, 24 hours a day, 7 days a week to speak directly to one of our customer service representatives who will answer your question, solve your problem or point you in the right direction.

### ➤ Visit us:

Ground Floor, Kotuku House in Manukau City Centre to speak to one of our customer service representatives in person.

Open: Monday, Tuesday, Thursday and Friday, 8.30am - 5.00pm,  
Wednesday 8.30am - 4.00pm

### ➤ Write to us:

If you would like to write to us, please address all letters to:

Manukau City Council  
Private Bag 76917  
Manukau City 2241  
New Zealand

Fax to: (09) 262 5151