

# APPENDICES

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# Management and staff

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## **OUR ROLE**

### **The Chief Executive is appointed to deliver the services to meet the direction and priorities set by the Council.**

'Governance' is about setting direction and agreeing priorities for the city, about determining what services the city will provide and to what standard. It's also about providing oversight. This is the essence of the role played by the mayor and elected councillors<sup>1</sup>. The Council's chief executive is appointed to deliver the services needed to fulfil the direction the elected Council has set and manages day-to-day operations. The chief executive is supported by a management team and 1,500+ staff (see below).

This section provides a summary of the corporate structure, our values and the workplace practices we have in place to keep these people safe and engaged.

Garry Poole is in his 13<sup>th</sup> year as chief executive of Wellington City Council. His performance is monitored by the Council's Performance Review Committee. The committee is chaired by the mayor and includes four councillors. See the notes to the financial statements on page **XX** for details of the chief executive's remuneration package.

## **MANAGEMENT AND STAFF**

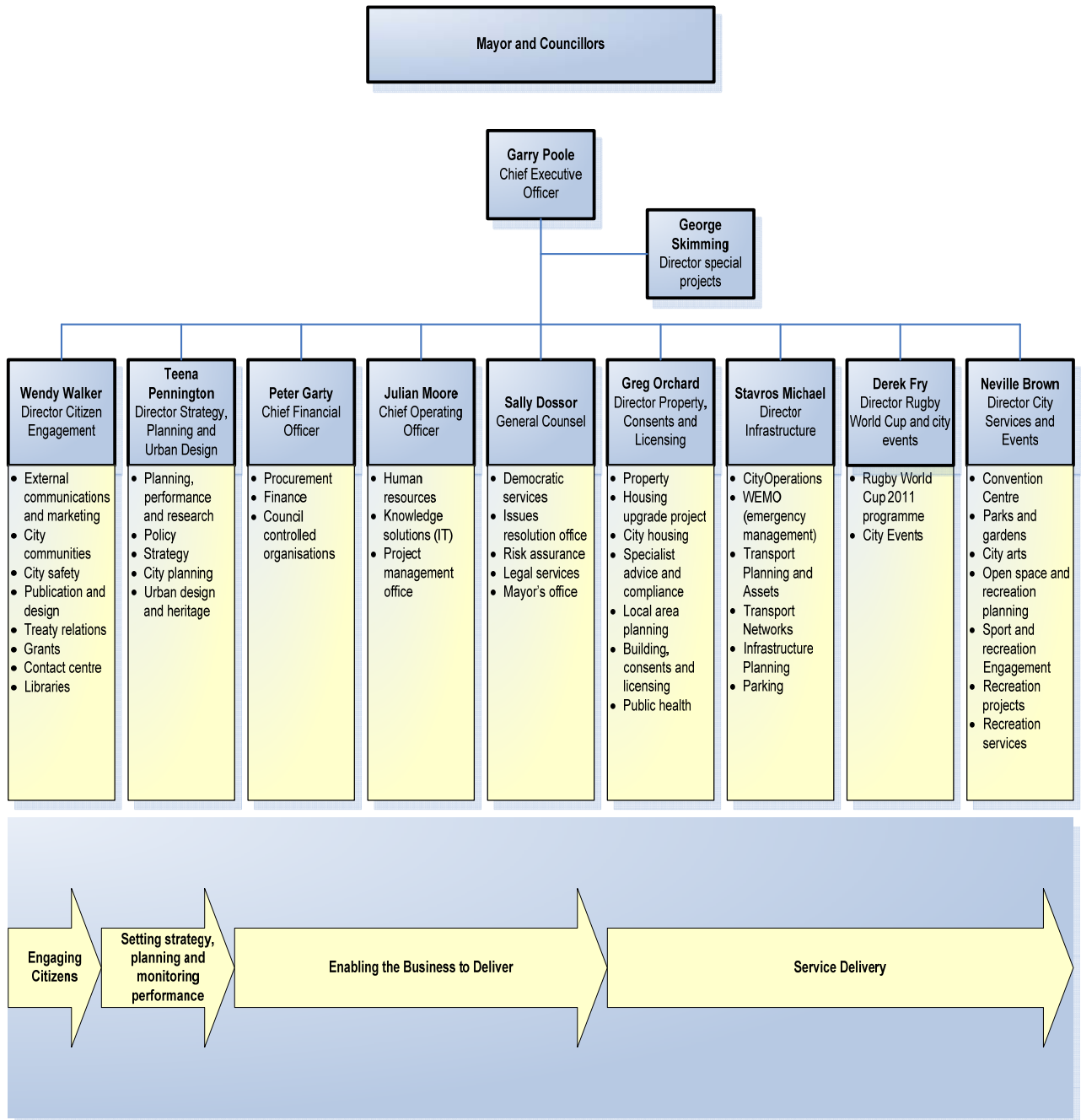
### **A management board supports the chief executive in leading the organisation.**

The management board is made up of the chief executive and ten directors. The board's structure reflects the full breadth of council activities. This ensures that all points of view are considered before advice is given and operational decisions made.

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<sup>1</sup> For information on the mayor and councillors' responsibilities and remuneration please see the Governance chapter.

The following table shows the management board structure as at 30 June 2010.



### **The skills required to manage the city are enormously varied.**

The Council is one of the city's largest employers: from policy advisers and planners to park rangers and engineers, map makers and dog handlers, life guards, zookeepers and accountants – the skills required to deliver on our role are many and diverse.

The interests of our staff don't end with their professional role at Council – we're also parents and sportspeople and cinema junkies. We're all part of the wider community, which keeps us motivated – it makes us work together to improve the quality of life for all Wellingtonians.

### **Our services depend on a wide range of people working together.**

Take the many events that the city offers. Each involves extensive planning and preparation. In addition to bringing the performers and volunteers together, there's a venue, funding and sponsorship to secure. There's advertising, catering contracts, sound and lighting equipment to arrange and many other things that go on behind the scenes. On occasions there are road closures and parking to manage, even building consents to be issued for temporary structures. And there's always the clean-up. All this can't be done by one person – it's often our staff from across the organisation that provide or facilitate these services.

### **This requires a common understanding of what the organisation aims to achieve.**

We aim to build a strong culture in the organisation. Our foundation values of integrity and respect provide the platform on which we conduct our business. They are integral to the way that we interact both internally and in our dealings with the community. We want staff to be respected in the community and proud to work at the Council.

We also encourage our staff to demonstrate the personal values of commitment, competence, and confidence. Our organisational values of working together, aiming high, delivering what's right, encouraging fresh thinking, and acting with integrity and respect, are about us playing our part to deliver the elected Council's priorities for the city.

### **We're public servants – we work for the community – as such it's critical that we maintain our integrity and impartiality.**

Our staff commit to a Code of Conduct which describes the standard of behaviour expected of them. It highlights best practices in relation to communications with elected members, participation in public bodies, and handling electronic media and information.

Our staff must also observe the principle of political neutrality and avoid conflicts of interest in all official dealings. The code outlines steps for addressing any potential conflicts before they arise.

## SAFE WORKPLACE WITH EQUAL OPPORTUNITIES

### To achieve the best results for Wellington, we need the best people involved.

We are a large employer, with 1,599 permanent employees. Of these, 1,101 are full-time staff and 498 are part-time staff. Additionally, we have 79 employees on fixed term contracts, and a pool of 344 casual employees that help keep services open and running. The workforce is multicultural and evenly split between genders.

We have experienced a decrease in permanent staff turnover from 27% in June 2008 to 21% in June 2010. The current climate of economic uncertainty as well as efforts to decrease turnover through workforce initiatives has contributed to this positive result.

	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
<b>New staff</b>	192	204	353	376	278	302
<b>Resignations</b>	201	273	377	423	377	334
<b>Total staff numbers</b>	1,426	1,443	1,541	1,575	1,555	1,599
<b>Total staff turnover</b>	14%	18%	24%	27%	24%	21%

### To help staff reach their potential we provide training and encourage balanced, healthy lifestyles.

We support staff leisure and recreational activities to promote health and well-being, keep morale high, and foster good relationships and communication between Council business units.

We also provide professional training and train staff in Maori language and tikanga (traditions).

### We provide equal employment opportunities and consult staff on how to improve the workplace.

Equal employment opportunities ensure that everyone has the same chance to share in the success of the organisation. It ensures that the workforce is diverse, flexible, skilled, in touch with the needs of Wellington's people, and able to provide quality service.

As part of our commitment we provide work experience for refugees and migrants who are unable to find work. The Migrant and Refugee Work experience programme is in its fourth year and has resulted in 32 jobs to date. The programme is run in conjunction with Work and Income New Zealand and the Ministry of Social Development.

The programme has enhanced our organisation by creating a positive work environment, given us greater community engagement and allowed us to better understand and prepare for a more diverse workforce in the future.

We also survey all our staff annually to find out about how engaged they are in their work. Level of staff engagement is a reflection of overall job satisfaction and indicates that their input is valued. Staff levels of engagement is showing an improving trend from 78% engaged or partly engaged in 2007 up to 93% this year.

## **We actively foster a work culture that is safety-conscious and complies with the Health and Safety in Employment Act.**

We're an accredited employer under the Accident Compensation Corporation (ACC) Partnership Programme. This programme allows eligible employers to take full responsibility for the rehabilitation of any employee who suffers a workplace injury. Employers in the programme are effectively agreeing to act on behalf of ACC in their own workplace. In each of the eight years we have been in the programme we have been able to provide injured employees with a comprehensive rehabilitation programme that meets the requirements of the Partnership Programme. Our workplace safety and injury management systems are audited every year by ACC.

In April 2010, the Council was fined \$60,000 and ordered to pay reparations of \$50,000 over the tragic death of Brian Taurerewa at the Southern Landfill on 12 December 2008. Mr Taurerewa died when the truck he was driving slipped down a steep temporary road and rolled. The Council pleaded guilty in the Wellington District Court to a charge of failing to take all practicable steps to ensure the safety of its employees while at work.

As a result of the tragedy, in 2009 a Council-wide review of health and safety culture and practices was undertaken. The recommendations of this review are being implemented in a concerted effort to ensure that staff, contractors, and members of the public are safe in our workplaces at all times.

## **REPORT ON COUNCIL CONTROLLED ORGANISATIONS**

In order to achieve our objectives for Wellington, we have established several companies and trusts. These organisations were set up to independently manage Council facilities, or to deliver significant services and undertake development on behalf of the Wellington community. Where necessary, we provide funding to support their operations and capital investment requirements.

The following pages explain what the organisations do, how their performance is measured, and how they performed during 2009/10.

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## Partnership Wellington Trust (trading as Positively Wellington Tourism)



### Structure

All trustees are appointed by the Council. As at 30 June 2010 they were Glenys Coughlan, Councillor Jo Coughlan, Kim Wicksteed, John Milford, Mike O'Donnell, Peter Monk and Ruth Pretty. The Chief Executive was David Perks.

### Objectives

The Partnership Wellington Trust markets and adds value to Wellington to achieve sustainable economic growth for the people of the city. It acts to enhance the recognition of Wellington as a desirable visitor destination, enhance the profile of city businesses and to promote strategic alliances and private sector partnerships, and maximise the city's share of regional spending. It also promotes community focused initiatives, aims to improve the sustainability of Wellington's commercial sector through the trust's marketing initiatives, and facilitates the coordination of marketing initiatives that are appropriate to its objectives.

### Activities

The Trust:

- Promotes Wellington as a visitor destination in national and international markets
- Markets Wellington as a convention and conference destination
- Provides visitor information services
- Runs initiatives that promote retail growth, including the downtown retail campaign
- Profiles Wellington's strengths in arts, sport and education attractions, and conducts development of an ongoing events profile for the city
- Facilitates the development of new tourism and event product, and the development of the Visiting Friends and Relatives (VFR) market
- Manages Wellington's destination profile on the internet
- Conducts research and analysis of the tourism industry.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2009/10	ACTUAL 2009/10
▪ International direct arrivals to Wellington Airport from Australia	▪ Maintain 2008/09 levels	Increase of 8.60%. (Year end May 2010). Total number of visitors: 109,689
▪ International visitor nights	▪ Maintain international visitor nights within 10% of 2008/09 levels (the lower target reflected the economic outlook at the time they were set)	▪ 0.05% increase (year end April 2010)
▪ New Zealand market visitors and visitor nights	▪ Increase NZ market numbers and visitor nights by 2% (over 2008/09)	▪ 3.62% increase
▪ Weekend occupancy in partner hotels (capacity aligned)	▪ 2% increase (over 2008/09)	▪ No increase – has remained stable at 69%

<b>PERFORMANCE MEASURES</b>	<b>TARGET 2009/10</b>	<b>ACTUAL 2009/10</b>
<ul style="list-style-type: none"> <li>▪ Downtown weekend visitation (spend)</li> <li>▪ i-Site revenue</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain within 10% of 2008/09 levels</li> <li>▪ Maintain revenue at 2008/09 levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ Downtown visitor spend declined by 0.17%</li> <li>▪ 1.9% increase</li> </ul>
<ul style="list-style-type: none"> <li>▪ Partner funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain funding within 5% of 2009/09 levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ 0.5% decrease</li> </ul>
<ul style="list-style-type: none"> <li>▪ Number of partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of partners within 5% of 2008/09 levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ 16% increase</li> </ul>
<ul style="list-style-type: none"> <li>▪ Cost effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership funding at no less than 30% of WCC funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership funding was 29% of WCC baseline funding.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Visit to <a href="http://www.WellingtonNZ.com">www.WellingtonNZ.com</a></li> </ul>	<ul style="list-style-type: none"> <li>▪ 40% increase over 2008/09</li> </ul>	<ul style="list-style-type: none"> <li>▪ 27% increase</li> </ul>
<ul style="list-style-type: none"> <li>▪ Online revenue</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generate \$600,000 of bookings through the site</li> </ul>	<ul style="list-style-type: none"> <li>▪ Online revenue achieved was \$710,113 (19% above last year). Two factors contributed to revenue growth – an improved booking system, and making new products such as Te Papa exhibitions online bookable.</li> </ul>

See also City Promotions, Events and Attractions in the Economic Development strategy.

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## Wellington Museums Trust

### Structure

All trustees are appointed by the Council. As at 30 June 2009, they were Vivienne Beck (Chair), Councillor Hayley Wain, Rhonda Paku, Phillip Shewell, Peter Cullen, Alick Shaw and Quentin Hay. The Chief Executive was Pat Stuart.

### Objectives

The Wellington Museums Trust (WMT) was established in 1995 to promote and manage the City Gallery Wellington, the Museum of Wellington City & Sea, the Colonial Cottage Museum, Capital E, the Wellington Cable Car Museum, and the New Zealand Cricket Museum. Since 1 June 2010, the Trust manages the Carter Observatory. It manages and develops the Trust programmes and services, and acquires and manages collections for the benefit of Wellington. It provides advice to the Council for the development of museum and gallery services in Wellington, establishes exhibition programmes and education policies for its facilities, and develops acquisition, de-accession and collection development policies. The Trust liaises with Positively Wellington Tourism to enhance its attraction to Wellington's visitors.

### Activities

The Trust:

- Delivers high quality experiences, events and exhibitions at its facilities
- Manages conservation and care for the objects of its collections, and conducts research and development to enhance visitors' experiences
- Offers quality education experiences to children and young people
- Promotes and protects the heritage of venues
- Develops and operates the Soundhouse Studio
- Works with national and international artists and collectors.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2009/10	ACTUAL 2009/10
Attendance targets		
▪ City Gallery	▪ 180,000 (if partly closed)	▪ 174,995
▪ Capital E	▪ 90,000	▪ 95,734
▪ City and Sea	▪ 90,000	▪ 99,663
▪ Colonial Cottage	▪ 2,000	▪ 2,788
▪ Cable Car Museum	▪ 224,000	▪ 253,608
▪ NZ Cricket Museum	▪ 2,000	▪ 2,909
▪ Subsidy per customer (excludes Plimmers Ark, but includes rental subsidy)	▪ Does not exceed \$12.00 per visit	▪ \$10.85
▪ Average retail income per customer	▪ \$1.16	▪ \$1.19

<ul style="list-style-type: none"> <li>▪ Number of exhibitions (seasons) held by Trust institutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ A minimum of 10 new temporary exhibitions presented and a minimum of 3 segmental changes achieved</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30 temporary exhibitions were delivered.</li> <li>▪ Four segmental changes were made (Museum of Wellington City and Sea)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Percentage of visitors to all trust institutions who are satisfied with the experience.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 90% of visitors rate their experience as good or very good</li> </ul>	<ul style="list-style-type: none"> <li>▪ Museum of Wellington City and Sea: 91%</li> <li>▪ City Gallery Wellington: 91%</li> <li>▪ Cable Car Museum: 89%</li> <li>▪ Colonial Cottage: 85%</li> <li>▪ Capital E: 89%</li> <li>▪ NZ Cricket Museum: 80%</li> </ul> <p><i>Source: Residents' Satisfaction Survey (May 2010)</i></p>
<ul style="list-style-type: none"> <li>▪ Number of visitors to events programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 30,000 visitors attend events</li> </ul>	<ul style="list-style-type: none"> <li>▪ 47,991 visitors attended events</li> </ul>

See also Galleries and Museums in the Cultural Well-being strategy.

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## St James Theatre Charitable Trust



### Structure

All trustees are appointed by the Council. As at 30 June 2010 they were Chris Parkin (Chair), Roger Miller, Councillor Stephanie Cook, Pele Walker, Derek Fry and Sam Knowles. The Chief Executive was Craig Goodall.

### Objectives

The St James Theatre Charitable Trust exists to preserve the historic St James Theatre and Opera House buildings, and to promote these theatres as venues for the live performance of cultural and artistic events. The Trust also acts as a general sponsor for performing arts and the preservation of historic buildings in Wellington.

### Activities

The Trust:

- Manages and develops the St James Theatre and the Opera House
- Promotes audience development (to include children and young people) and develops a broad range of programmes to meet the needs of a wide audience
- Develops and maintains beneficial relationships with other national and international institutions, supports Positively Wellington Tourism, and develops new initiatives in its role as a key provider of performance venues.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2009/10	ACTUAL 2009/10
Number of performances ▪ St James Theatre ▪ The Opera House	▪ St James: 76 ▪ The Opera House: 84	▪ St James: 117 ▪ The Opera House: 99
Total number of days utilisation ▪ St James Theatre ▪ The Opera House	▪ St James: 286 ▪ The Opera House: 144	▪ St James: 338 ▪ The Opera House: 129 (Does not include Pollux Café lease)
Number of non performance events ▪ St James Theatre ▪ The Opera House	▪ St James: 210 ▪ The Opera House: 60	▪ St James: 208 ▪ The Opera House: 37 (the poor economic environment contributed to fewer events)

See also Community Arts and Cultural Support in the Cultural Wellbeing strategy.

# Wellington Cable Car Limited



## Structure

The Council is the 100% shareholder in this company and appoints all of the directors. As at 30 June 2010 they were Roger Drummond (Chair), Christine Southey and Jeremy Ward. The Chief Executive was Des Laughton.

## Objectives

Wellington Cable Car Limited operates the Cable Car as an efficient, reliable and safe transport service and uniquely Wellington tourism asset. It also owns and maintains the overhead wiring system for the trolley bus passenger network which services the city.

## Activities

The company:

- Maintains the cable cars and associated track, plant, tunnels, bridges and buildings in accordance with best engineering practice, and to meet the certification requirements of the New Zealand Transport Agency
- Manages the Cable Car passenger service operation
- Markets the cable car
- Identifies options for enhancing the cable car travel and tourism experience
- Specifies and controls the contract for the inspection, maintenance and repair of the trolleybus overhead wiring system.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2009/10	ACTUAL 2009/10
▪ Cable car passenger numbers	▪ 1,250,000	▪ 1,075,522 – attributed to the continuing impact of poor economic conditions and adverse weather during the latter months of the year
▪ All cable car vehicles and associated buildings and equipment are maintained to required safety standards	▪ Achieve	▪ Achieved
▪ Percentage of residents who have used the Cable Car in the last 12 months	▪ 30%	▪ 49%
▪ Percentage of residents who rate the standard and operational reliability of the Cable Car as good or very good	▪ 95%	▪ 92%

# Wellington Waterfront Limited



## Structure

The Council is the 100 percent shareholder in this company and appoints all of the directors. As at 30 June 2010 they were Michael Cashin (Chair), David Kernohan, Jane Black, Robert Gray and Councillor Ray Ahipene-Mercer. The Chief Executive was Ian Pike.

## Objectives

Wellington Waterfront Limited acts as the implementation manager for the waterfront development area. This means ensuring that the waterfront area is recognised locally and internationally for its design; is attractive; caters for a wide range of activities; is readily accessible to all people, and is both safe and perceived to be safe. Wellington Waterfront Ltd also acts to protect significant heritage buildings on the waterfront, and makes sure that activities on the waterfront are integrated with those on the harbour.

## Activities

The company:

- Implements the waterfront development project
- Acts as an adviser to the Waterfront Development Subcommittee
- Owns and manages the marina
- Manages day to day operations on the waterfront, including cleaning, security and maintenance
- Negotiates and manages contracts for the design and construction of the waterfront's public spaces
- Negotiates and manages contracts and leases for all building development sites, and the refurbishment and re-use of existing buildings.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2009/10	ACTUAL 2009/10
▪ Percentage of residents visiting the waterfront	▪ 95%	▪ 96%
▪ Percentage of residents satisfied with the waterfront	▪ 90%	▪ 93%
▪ Project timeliness, number of milestones achieved on time	▪ 75%	95%. <ul style="list-style-type: none"> <li>• Oversee design development and apply for resource consent for development of sites 8 &amp; 9, Kumutoto (100% achieved)</li> <li>• Project manage wharewaka construction (100% achieved)</li> <li>• Oversee design development and completion of further public space at Taranaki Street Wharf in conjunction with wharewaka (100% achieved)</li> <li>• Develop concepts and oversee design development for the redevelopment of Queens Wharf (75% achieved)</li> <li>• Complete phase 1 of the wharf refurbishment programme (100% achieved)</li> </ul>
▪ Capital expenditure	▪ \$3.428m	\$2.644m. WCC deferred Kumutoto and Wharf repiling was \$222,000 under budget

See also Public Spaces Development in the Urban Development strategy.

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## Capacity Infrastructure Services Limited (trading as Capacity)



### Structure

Wellington City Council and Hutt City Council have equal voting rights in this Council Controlled Trading Organisation, and between them appoint all of the directors. The company is overseen by a board of directors made up of two Councillors (one from each council) and four independent directors (two are appointed jointly by the councils). Each council continues to own its respective water, stormwater and waste water assets and determines the level and standard of services to be provided to its customers and ratepayers.

As at 30 June 2010 the Councillor appointees were Councillor Andy Foster (Wellington City Council) and Councillor Ray Wallace (Hutt City Council). The four independent Directors are Peter Allport (Chair), Peter Leslie, Ian Hutchings and John Strahl. The Chief Executive was David Hill.

### Objective

The objective of Capacity is to manage the provision of water services (water supply, stormwater and wastewater) to the residents and businesses in the areas served by Wellington City Council and Hutt City Council. Capacity's current customers are Wellington City Council, Hutt City Council and Upper Hutt City Council.

### Activities

The company is contracted to deliver drinking water, stormwater and wastewater assets and services.

The company is committed to ensuring all work managed on behalf of customer's accords with the highest standards of health and safety for those involved in the work and for the general public. The company will continually seek opportunities to integrate water, stormwater and wastewater activities within the Wellington region where such integration can deliver least cost, best practice outcomes to the benefit of shareholder councils and other entities.

PERFORMANCE MEASURES	TARGET 2009/10	ACTUAL 2009/10
<ul style="list-style-type: none"> <li>▪ Compliance with existing resource consents</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100%</li> </ul>	Achieved 100%
<ul style="list-style-type: none"> <li>▪ Consent renewals accepted by regulatory authority prior to expiry</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100%</li> </ul>	Achieved 100%
<ul style="list-style-type: none"> <li>▪ Percentage of requests for service that are resolved within 15 days.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 90%</li> </ul>	Achieved 100%
<ul style="list-style-type: none"> <li>▪ Customer Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ 85%</li> </ul>	Achieved: 93% (water) 100% (wastewater) 88% (stormwater)
<ul style="list-style-type: none"> <li>▪ Progress against agreed programme of capital works</li> </ul>	<ul style="list-style-type: none"> <li>▪ 90% completed on time</li> <li>▪ 90% completed within budget</li> </ul>	90% completed on time and 100% completed on budget
<ul style="list-style-type: none"> <li>▪ Actual total operating expenditure versus budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Within budget</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>▪ Actual total capital expenditure vs. budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Within budget</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>▪ Achieve savings target for the year</li> </ul>	Savings target to be achieved.	Not achieved - Costs associated with the appeal of a resource consent granted by Greater Wellington exceeded budget

See also the Environment strategic area for more information on water, stormwater and wastewater services.

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## Wellington Zoo Trust

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### Structure

The Wellington Zoo Trust was established on 1 July 2003 and all of the trustees are appointed by the Council. As at 30 June 2010 they were Ross Martin (Chair), Frances Russell, Linda Meade, Alan Dixon, Shaan Stevens and Councillor Celia Wade-Brown. The Chief Executive Officer was Karen Fifield.

### Objectives

The Wellington Zoo Trust manages the assets and operations of Wellington Zoo for the benefit of the residents of Wellington and visitors to the city. It promotes species conservation, educates the community by building an awareness of plant and animal species, and supports the conservation and educational activities of other organisations.

### Activities

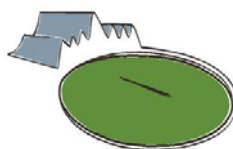
The Trust:

- Cares for resident animals and manages the animal collection
- Participates in captive management
- Develops and maintains high quality animal exhibits.
- Delivers the educational material and learning experiences
- Contributes to zoological conservation and facilities management research projects.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2008/09	ACTUAL 2008/09
▪ Number of visitors	▪ 184,130	▪ 183,286
▪ Number of education programme attendees	▪ 9,000+	▪ 10,358
▪ Conservation Programme Managed Species (% of total collection)	▪ >38%	▪ 39%
▪ Average WCC subsidy per visitor	▪ Less than \$14.71	▪ \$14.78
▪ Average Zoo shop retail income per visitor	▪ > \$1.36	▪ \$1.27
▪ Average income per visitor (excluding WCC grant)	▪ \$12.73	▪ \$ 13.19
▪ Ratio of generated Trust income as % of WCC grant	▪ 87%	▪ 90%

See also Environmental Conservation Attractions in the Environment strategy.



## Structure

There are four trustees, of whom two are appointed by the Council and two by Cricket Wellington. As at 30 June 2010 the two trustees appointed by the Council were Councillor John Morrison and Glenn McGovern. The two trustees appointed by Cricket Wellington were Don Neely and Douglas Catley (Chair). The Chief Executive was Peter Clinton.

## Objectives

The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.

## Activities

The Trust:

- Manages the Basin Reserve for recreational activities and the playing of cricket for the residents of Wellington
- Contributes to the events programme for Wellington
- Operates as a successful not-for-profit undertaking
- Preserves and enhances the heritage value of the Basin Reserve.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2008/09	ACTUAL 2008/09
Number of events ▪ Cricket	▪ 11	▪ 18
▪ Other sports	▪ 12	▪ 34. The venue was also used for training by the Phoenix Football Club and Wellington College
▪ Community	▪ 5	▪ 3
▪ Other (cultural etc)	▪ 3	▪ 0
Number of event days ▪ Cricket	▪ 33	▪ 41
▪ Other sports	▪ 12	▪ 44
▪ Community	▪ 5	▪ 3
▪ Other	▪ 3	▪ 0

## Wellington Regional Stadium Trust



### Structure

All of the trustees are jointly appointed by the Council and Greater Wellington Regional Council (GWRC). As at 30 June 2010 they are Paul Collins (Chair), Councillor Chris Laidlaw (GWRC), Chris Moller, Sir John Anderson, Liz Dawson, Sue Elliot, David Bale and Councillor John Morrison (WCC). The Chief Executive was David Gray.

### Objectives

The Wellington Regional Stadium Trust owns, operates and maintains the Stadium as a high-quality multi-purpose sporting and cultural venue. It provides facilities to be used for rugby, cricket and other sports codes, musical and cultural events, and other users including sponsors and event and fixture organisers.

### Activities

The Trust:

- Operates the Stadium
- Manages the event programme and seeks opportunities to provide regular quality events
- Ensures the Stadium is provided to the community for appropriate usage
- Administers the Trust assets and the Stadium on a prudent commercial basis.

The nature and scope of these activities are consistent with those set out in the 2009-19 long-term plan.

PERFORMANCE MEASURES	TARGET 2008/09	ACTUAL 2008/09
▪ Number of events	▪ 40	▪ 50
▪ Total revenue	▪ \$14.13m	▪ \$17.72m
▪ Event revenue	▪ \$4.74m	▪ \$8.14m
▪ Net surplus (deficit)	▪ \$1.58m	▪ \$3.62m

**Note:** The Wellington Regional Stadium Trust is not formally defined as a Council Controlled Organisation. This report on their activities is presented to recognise the interest that Wellington City ratepayers have in the Trust and its activities.

# MONITORING INFORMATION

## COUNCIL OUTCOME INDICATORS

The Council's outcomes are our overall 10-year aspirations for the city. They were developed in response to the city and regional community outcomes processes and reflect the community aspirations set down in those processes.

The Council outcomes reflect areas of the city we are able to influence, whereas community outcomes reflect the community's overall aspirations including areas we have limited ability to influence (for example, affordability of public health services and diversity of the media). The following indicators have been developed to assess achievement of our Council outcomes. Over time we expect to see improvement across all areas. The information provided below contributes to the 'Outcomes' discussions found within each strategy section.

(We use some acronyms: GIS: Geographic Information Systems; PWT: Positively Wellington Tourism; NZTA: New Zealand Transport Agency; TEC: Tertiary Education Commission.)

## GOVERNANCE OUTCOME INDICATORS

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
The Treaty partnership will continue to be acknowledged in all local decision-making processes.	More Inclusive	Residents' agreement that decisions are made in the best interests of the city.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010): 54%, 59%, 59%, 61%
		Residents' perceptions of their extent of influence on Council decision-making.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) Large and Some Influence 56%; 59%; 64%, 65%
Wellington will have a culture of open and honest, no surprises consultation involving all age groups that is genuine, timely and well informed.	Actively Engaged	Mana whenua partner satisfaction with Council relationship (interviews).	<i>WCC Strategy, Planning and Performance</i>	Both partners perceive the relationship positively
		Residents' perceptions that they understand how the Council make decisions	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 43%, 40%; 45%, 51%.
Wellington's governing bodies will comply with all legislative requirements, and will behave in an ethical and fair manner.		Mana whenua partner satisfaction that 'Wellington is a great place to do business in'	<i>WCC Strategy, Planning and Performance</i>	Wellington is perceived as a great and attractive place to do business. Partners view it as the region's business hub as it offers all the necessary facilities to adequately conduct business in the city.
Information required by citizens and groups will be easily accessible, to enable participation in the community.				
Wellington's media will be diverse, open and accessible to all people.				
Wellingtonians will be actively involved in their communities and work with others to make things happen.				
Wellington, as New Zealand's capital city, will house and engage effectively with central government, embassies and corporate organisations.				

## ENVIRONMENT OUTCOME INDICATORS

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
Wellington will protect and showcase its natural landforms and indigenous ecosystems.  Pest animals and plants will be eliminated as methods become available, and no new pests will become established.	<b>More Liveable</b>	Hectares of open space land owned or maintained by WCC, per capita <sup>1</sup> .	<i>WCC Parks and Gardens</i>	2006/07: 188.3 m <sup>2</sup> / person (3,535 hec); 2007/08: 185.5 m <sup>2</sup> / person (3,535 hec); 2008/09: 183.3 m <sup>2</sup> / person (3,535 hec); 2009/10: 208.6m <sup>2</sup> /person (4,078 ha) <sup>2</sup> .
		Residents' usage of the city's open spaces.	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010) Most days = 6%, 5%, 3%; Once or twice a week = 14%, 13%, 12%; Once every 2 - 3 weeks = 10%, 11%, 11%; Once a month = 11%, 14%, 11%; Once every 2-3 months = 12%, 13%, 13% ; Once every 4-5 months = 6%, 6%, 6%; Once every 6 months or less often = 13%, 13%, 13% ; Never in the last 12 months = 29%, 24%, 31%.
Wellington's long-term environmental health will be protected by well-planned and well-maintained infrastructure.	<b>Sense of Place</b>	Residents' perceptions that the natural environment is appropriately managed and protected.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010):79%, 75%, 82%, 84%.
Wellingtonians use of non-renewable energy sources will decrease.	<b>Actively Engaged</b>	Residents' actions to reduce waste from homes (including recycling, composting, etc).	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010) Use Council's kerbside recycling service: 90%, 91%, 90%; Donating things to second-hand shops/charities: 89%, 87%, 90%; Reusing plastic containers such as food containers: 87%, 88%, 88%; Buying refills: 75%, 66%, 73%; Avoiding using plastic bottles or bags/use green bags: 57%, 57%, 59%; Taking things to recycling stations: 56%, 51%, 52%; Home composting: 44%, 48%, 47%
Wellington will move towards a zero waste policy.		Hours worked by recognised environmental volunteer groups.	<i>WCC Parks and Gardens</i>	2006/07 = 7,511 hours; 2007/08 = 9,388 hours; 2008/09 = 12,326 hours; 2009/10 = 25,000 <sup>3</sup>
Wellington will preserve and improve its parks, trees and open spaces.  Wellington's urban development and buildings will be energy efficient.		Residents' actions to reduce stormwater pollution.	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010):Putting litter in a rubbish bin: 92%, 85%, 91%; Pouring all household liquid waste down inside sink, toilet or gully trap: 66%, 71%, 72%; Disposing of oil, paint, chemicals by putting them out with household rubbish or taking them for recycling: 57%, 68%, 69%; collect sweepings from driveway, paths or yard for composting or for disposal with your household rubbish: 56%, 62%, 62%; Wash the car at the car wash or on the lawn: 43%; 52%; 52%; Washing paint brushes in an inside sink: 57%; 49%; 48%; Pick up droppings left by dogs: 23%, 23%, 26%; Try to use natural/environmentally friendly detergents/products: -, -, 1%; Recycle/reuse where possible: -, -, 1%; Take care what goes down into drain/stormwater systems: -, -, 1%
Wellingtonians will protect and have access to public green open spaces and the coast.	<b>Better Connected</b>	Kilometres of managed tracks and walkways	<i>WCC Parks and Gardens</i>	2006/07 = 365.5km; 2007/08 = No change; 2008/09 = 316.6km; 2009/10: 337km <sup>4</sup>
Wellington will promote the sustainable management of the	<b>More Sustainable</b>	Total waste to landfill, per capita.	<i>WCC</i>	2006/07 = 0.39 tonnes /person; 2007/08 = 0.36 tonnes / person; 2008/09 = 0.42

<sup>1</sup> All per capita calculations are based on the most recent (30 June 2009) Wellington City resident population estimate from Statistics New Zealand (195,500).

<sup>2</sup> Note: this year's measurement has become more precise. This measure includes all reserves, natural and botanic areas, beaches and coast, and cemeteries managed by Parks and Gardens. It does not include Karori Wildlife Sanctuary. There have also been some land acquisitions and transfers.



COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA																																																																											
environment, and support increased opportunities for the exercise of kaitiakitanga or environmental guardianship.			<i>CitiOperations</i>	tonnes / person, 2009/10 = 0.41 tonnes/person.																																																																											
		Water-use, per capita.	<i>Capacity</i>	2006/07 = 173,792 litres /person; 2007/08 = 161,234 litres/person; 2008/09 = 152,219 litres/person; 2009/10 = 149,025 litres/person.																																																																											
		Energy-use, per capita (Wellington Region)	<i>Wellington Electricity</i>	2007/08: 6.6 MWh/person; 2009/10: 7.2 MWh/person																																																																											
		Ecological footprint	<i>Ministry for the Environment</i>	2003-2009: 1.7 local hectares per resident. No updated data available. This is a long-term measure.																																																																											
	Safer	Air quality – particulate matter (PM <sub>10</sub> ).	<i>Greater Wellington</i>	2007/08: Maximum: 60; Mean (annual): 14; 2008/09: Maximum: 46; Mean (annual): 13; 2009/10: Maximum: 31, Mean (annual): 13																																																																											
		Energy-supply interruptions	<i>Wellington Electricity</i>	2006/07 = 34.1 minutes; 2007/08 = 32.0 minutes; 2008/09 = 35.3 minutes; 2009/10 = 40.6 minutes.																																																																											
	Healthier	Fresh water biological health (macroinvertebrates)	<i>Greater Wellington Regional Council</i>	(2004/05, 2005/06, 2006/07, 2008/09) Makara Stream: 100, 94, 96,113; Karori Stream: 93, 109, 88, 95; Kaiwharawhara Stream: 91, 88, 96, 85. Most recently available data are for 2008/09 year.																																																																											
		Fresh water quality	<i>Greater Wellington Regional Council</i>	(2006/07, 2008/09): Makara = Fair quality; Karori = Fair quality; Kaiwharawhara = Fair quality. Most recently available data are for 2008/09 year																																																																											
		Bird counts	<i>WCC Parks and Gardens</i>	<table border="1"> <thead> <tr> <th rowspan="2">Species</th> <th colspan="3">% of stations where species was recorded</th> <th colspan="3">Average number per station</th> </tr> <tr> <th>2007</th> <th>2008</th> <th>2009</th> <th>2007</th> <th>2008</th> <th>2009</th> </tr> </thead> <tbody> <tr> <td>bellbird</td> <td>14</td> <td>23</td> <td>7</td> <td>0.07</td> <td>0.13</td> <td>0.56</td> </tr> <tr> <td>fantail</td> <td>55</td> <td>57</td> <td>47</td> <td>0.38</td> <td>0.33</td> <td>4.5</td> </tr> <tr> <td>grey warbler</td> <td>91</td> <td>93</td> <td>76</td> <td>1.09</td> <td>1.51</td> <td>7.75</td> </tr> <tr> <td>hihi</td> <td>0</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>0.06</td> </tr> <tr> <td>kaka</td> <td>0</td> <td>0</td> <td>7</td> <td>0.02</td> <td>0.07</td> <td>0.56</td> </tr> <tr> <td>kakariki</td> <td>0</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>0.06</td> </tr> <tr> <td>karearea</td> <td>0</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>0.06</td> </tr> <tr> <td>kingfisher</td> <td>23</td> <td>27</td> <td>15</td> <td>0.1</td> <td>0.16</td> <td>1.13</td> </tr> <tr> <td>saddleback</td> <td>0</td> <td>0</td> <td>3</td> <td>0.01</td> <td>0.02</td> <td>0.19</td> </tr> </tbody> </table>	Species	% of stations where species was recorded			Average number per station			2007	2008	2009	2007	2008	2009	bellbird	14	23	7	0.07	0.13	0.56	fantail	55	57	47	0.38	0.33	4.5	grey warbler	91	93	76	1.09	1.51	7.75	hihi	0	0	1	0	0	0.06	kaka	0	0	7	0.02	0.07	0.56	kakariki	0	0	1	0	0	0.06	karearea	0	0	1	0	0	0.06	kingfisher	23	27	15	0.1	0.16	1.13	saddleback	0	0	3	0.01	0.02
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<sup>3</sup> The significant increase in volunteer hours this year is due to 5km of new track being built. Additionally, 48 volunteer groups participated in planting activities (compared with 43 in 2008/09).

<sup>4</sup> This measure includes tracks built by volunteer networks, road sections where the walkway uses a public footpath, and Makara Peak.

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA																																			
				<table border="1"> <tr> <td>shining cuckoo</td> <td>4</td> <td>8</td> <td>19</td> <td>0.02</td> <td>0.03</td> <td>1.44</td> </tr> <tr> <td>silvereve</td> <td>97</td> <td>98</td> <td>89</td> <td>2.58</td> <td>2.66</td> <td>19.75</td> </tr> <tr> <td>tui</td> <td>96</td> <td>99</td> <td>93</td> <td>1.48</td> <td>2.16</td> <td>16.88</td> </tr> <tr> <td>whitehead</td> <td>5</td> <td>0</td> <td>6</td> <td>0.03</td> <td>0</td> <td>0.75</td> </tr> <tr> <td>wood pigeon</td> <td>18</td> <td>20</td> <td>16</td> <td>0.11</td> <td>0.11</td> <td>1.25</td> </tr> </table>	shining cuckoo	4	8	19	0.02	0.03	1.44	silvereve	97	98	89	2.58	2.66	19.75	tui	96	99	93	1.48	2.16	16.88	whitehead	5	0	6	0.03	0	0.75	wood pigeon	18	20	16	0.11	0.11	1.25
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	More Competitive	Key Wellington natural environmental attractions visitor numbers (Wellington Zoo, Karori Wildlife Sanctuary, and Otari-Wilton's bush).	Venues	2006/07 = 329,300; 2007/08 = 316,093; 2008/09 = 312,082; 2009/10 = 245,340																																			

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## ECONOMIC DEVELOPMENT OUTCOME INDICATORS

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
Wellington will have an increasing diversity of vibrant, internationally competitive businesses and industries of all sizes, and sustainable employment opportunities.	Sense of Place	Visitor numbers – international (guest nights)	<i>Statistics NZ</i>	(2007/08, 2008/09, 2009/10) 716, 614; 691,851; 692,202
		Visitor numbers – domestic (guest nights)	<i>Statistics NZ</i>	(2007/08, 2008/09, 2009/10): 1, 223, 315; 1, 268,426; 1,352, 242
		Accommodation (commercial) - occupancy rates and guest nights.	<i>Statistics NZ</i>	(2008,2009,2010) Guest nights: 2008: 1,939,929; 2009: 1,960,277; 2010: 2,017,445 (Year-end April). (2008,2009,2010) Occupancy: 2008: 63%; 2009: 65%; 2010: 64% (Year-end April)
Wellington will become a centre of excellence for education and training, and the promotion of entrepreneurship.	More Compact	Number of major conferences.	<i>PWT</i>	2006/07 = 1,026; 2007/08 = 822; 2008/09 = 795; 2009/10 = 647 (Year-end March).
		Growth in businesses - retail, entertainment, service and knowledge sectors	<i>Statistics NZ</i>	(2007,2008,2009) Businesses Total: 4,752, 4,797, 4,858 Retail: 1,940, 1,934, 1,901 Entertainment: 1,447, 1,465, 1,564 Service: 1,102, 1,116, 1,109 Knowledge: 263, 282, 284
Wellington will be a prime tourist and conference destination, with diverse and changing attractions that fit and highlight Wellington's best features.	More Eventful	Growth in employees - retail, entertainment, service and knowledge sectors	<i>Statistics NZ</i>	(2007, 2008,2009) Employees Total: 29,880, 30,410, 30,190 Retail: 11,830, 11,940, 11,470 Entertainment: 5,320, 5,590, 5,270 Service: 7,880, 7,890, 7,760 Knowledge: 4,850, 4,990, 5,690.
		Number of A-level events held in Wellington and their economic contribution	<i>WCC Events</i>	2007/08 = 5 A-Level events (\$30.5m); 2008/09 = 7 A-Level events (\$51m); 2009/10 = 9 A-Level events (\$34.8m)
Wellington's thriving suburban and rural centres will offer enhanced services and lifestyle choices.	Better connected	Broadband usage - home access.	<i>WCC Residents' Satisfaction Survey</i>	2006, 2007, 2009, 2010): 51%; 68%; 79%; 86% <sup>5</sup> .
		Cargo loaded and unloaded at Wellington Seaport and Airport (dollar value).	<i>Statistics NZ</i>	(2007, 2008, 2009, 2010 March year-end) Loaded: \$956.9m, \$840.4m, \$952.2m, \$1.05bn; Unloaded: \$2.2bn; \$2.4bn, \$2.9bn; \$2.0bn.
		Number of domestic and international passengers entering Wellington airport.	<i>Wellington International Airport</i>	(2007, 2008, 2009, 2010 March year-end) Domestic: 4,060,313, 4,418,381, 4,644,505, 4,491,402; International: 575,398, 603,344, 611,002, 626,365.
Wellington will have venues that suit a range of events and reflect the needs of the city.	More Prosperous	Gross Domestic Product (per capita growth)	<i>Infometrics</i>	(2007/08, 2008/09, 2009/10): 2.84%, 1.21%, 0.69%
		Income – household and personal	<i>Statistics NZ</i>	(2006 Census data): Median personal income: \$32,500 Median Household Income: \$72,200
		Regional economic activity growth.	<i>The National Bank</i>	2006 = 0.8%; 2007 = 3.0%; 2008 = 0.2%; 2009 = -1.0% (Average annual growth rate December year-end).
		Number of job vacancies.	<i>NZ Department of Labour</i>	May 2008 to May 2009: Skilled Vacancies decreased by 47% May 2009 to May 2010: Skilled vacancies increased by 32% <sup>6</sup>
		Employees by industry.	<i>Statistics NZ</i>	(2007, 2008, 2009) Top 4: Total: 137,330, 140,780, 137,970 Public administration and safety = 23,490, 23,910, 23,880 Professional, scientific and technical services = 17,620, 18,910,

<sup>5</sup> This measure featured in the November Residents' survey in 2006 and 2007, there was no November survey in 2008. Since 2009, this measure has been included in the February Residents' Satisfaction Survey.

<sup>6</sup> Skilled vacancies are defined as skill levels 1-3 in the Australia New Zealand Standard Classification of Occupations. Vacancy data is collected by the Department of Labour. The 'Jobs Online database' stores skilled vacancy information from the main online job boards.

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
				19,410 Health care and social assistance = 10,370, 10,840, 10,590 Retail trade = 10,170, 10,350, 9,880
		Labour force participation rate.	<i>Statistics NZ</i>	2007 = 70.5%; 2008 = 67.9%; 2009 = 71.2%; 2010 = 70.3% (March quarter)
	<b>More Competitive</b>	New Zealand's top 200 companies based in Wellington.	<i>Management Magazine</i>	2006 = 27; 2007 = 29; 2008 = 24; 2009 = 24.
		Business enterprises– births and deaths (net growth in businesses).	<i>Statistics NZ</i>	Annual growth (business units): 2007/08 = 1.9%; 2008/09 = 2.1%; 2009/10 = 1.3%. Net growth 2000-2010: 22%.
	<b>Entrepreneurial</b>	Industry training enrolments.	<i>TEC</i>	Wellington City: 2006 = 6,171; 2007 = 6,263; 2008 = 6,108; 2009 = 5,697
		Businesses and employees engaged in research and development sector.	<i>Statistics NZ</i>	(2007, 2008,2009) Businesses: 108, 113, 116; Employees: 4,270, 4,450, 5,050.
		Tertiary students enrolled in Wellington Region and NZ.	<i>Ministry of Education</i>	(2007,2008,2009) Wellington City: 43,339; 42,100; 42,777 New Zealand (Public Providers): 416,474; 395,494; 401,549

## CULTURAL WELL-BEING OUTCOME INDICATORS

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
<p>Tangata whenua and our multicultural diversity will be recognised and valued, and reflected in our city's culture.</p> <p>Wellingtonians will celebrate their unique cultural identity. Wellington will be recognised as New Zealand's arts and cultural capital, encouraging visual and performing arts.</p> <p>Wellington will have venues that suit a range of events and reflect the needs of the city. Wellington will be a dynamic and multicultural city that respects and celebrates cultural diversity. Wellington will host and promote international sporting events which make appropriate use of its natural environment and established facilities.</p>	<b>Sense of Place</b>	Residents' perceptions that Wellington's local identity (sense of place) is appropriately valued and protected.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 79%; 77%; 79%; 81%.
	<b>More Eventful</b>	Number of events held at key venues. <sup>7</sup>	<i>Venues</i>	(2007/08, 2008/09, 2009/10) 1,176; 1,361; 1,514
		New Zealanders' perceptions that 'Wellington is the arts capital of New Zealand.'	<i>Nielsen Omnibus Survey</i>	(2007, 2008, 2009, 2010) 61%; 63%; 64%; 68%.
		Wellingtonians' perceptions that 'Wellington is the arts capital of New Zealand.'	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 76%; 77%; 80%; 81%.
		New Zealander perceptions that 'Wellington is the events capital of New Zealand.'	<i>Nielsen Omnibus Survey</i>	(2007, 2008, 2009, 2010) 37%; 39%; 42%; 53%.
		Wellingtonians' perceptions that 'Wellington is the events capital of New Zealand.'	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 63%; 65%; 65%; 70%.
		Number of national arts organisations, and professional and amateur theatre groups based Wellington.	<i>Creative NZ and Wellington District Theatre Federation</i>	(2007 - 2010) National organisations = 23; Professional theatre groups = 4; Amateur theatre groups = 5.
	<b>More Inclusive</b>	New Zealanders' perceptions that 'Wellington has a culturally rich and diverse arts scene'.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 81%; 82%; 84%; 85%.
		Wellingtonians' perceptions that 'Wellington has a culturally rich and diverse arts scene'.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 90%; 94%; 94%; 94%.
	<b>Actively Engaged</b>	Number of businesses and employees engaged in the arts and cultural sector.	<i>Statistics NZ</i>	(2007, 2008, 2009) Businesses: 2.03%, 1.96%, 1.99%; Employees: 1.54%, 1.66%, 1.51% (Percentage of total industry).
Residents' frequency of engagement in cultural and arts activities		<i>WCC Residents' Satisfaction Survey (February)</i>	(2010) At least once a week: 11%; At least once a month: 41%; At least once ever six months: 31%; At least once a year: 8%; less often: 6%.	

<sup>7</sup> Key venues include: Westpac Stadium, St James Theatre, Opera House, Wellington Convention Centre, and Te Papa.

## SOCIAL AND RECREATION OUTCOME INDICATORS

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA	
<p>A wide range of educational opportunities will be available for Wellingtonians of all ages. Wellington communities will be inclusive and welcoming to all people.</p> <p>Wellington will have responsive social services and a strong volunteer sector.</p> <p>Wellingtonians will enjoy recreation and be amongst the most active in New Zealand.</p> <p>Social services, especially public health and housing, will be affordable, available and accessible to all Wellingtonians.</p> <p>Wellington City and its amenities will be accessible to all Wellingtonians.</p> <p>Opportunities for active and passive recreation are diverse, safe, affordable, accessible and attractive.</p> <p>Wellington's communities will have ready access to multi-use indoor and outdoor facilities and spaces.</p> <p>Wellington will feel safe in all parts of the city.</p> <p>Wellingtonians will be well prepared and coordinated to deal with any civil emergency and its aftermath.</p> <p>Wellingtonians will be healthy and experience a high quality of life.</p>	More Liveable	Residents' perceptions that Wellington offers a wide range of recreation activities.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 94%; 93%; 94%; 91%.	
		Residents' perceptions of their 'quality of life'	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010): 94%, 93%, 92%	
		Local and central government housing provisions, as a proportion of all rented private dwellings.	<i>WCC City Housing</i>	Housing New Zealand (2010) = 1,639 (6.18%); WCC (2010) = 2,347 (8.85%); Total rented dwellings in Wellington (2010) = 26,503.	
	Actively Engaged	Residents' usage of WCC community facilities.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) Community centre = 19%, 18%, 25%, 24%; Community Hall = 18%, 15%, 20%, 23%.	
		Residents' usage of WCC Libraries	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010): 73%, 79%, 79%	
		Residents frequency of visiting WCC Libraries	<i>WCC Residents' Satisfaction Survey</i>	(2010) More than once a week: 10%, once a week: 16%, once every 2-3 weeks: 19%, Once a month: 23%, once every 2-3 months: 14%, once every 4-6 months: 10%; less often: 8%	
		Residents' usage of WCC recreation facilities.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) Recreation centre = 22%, 20%, 28%, 23%; Swimming pool = 55%, 52%, 53%, 52%.	
		Residents' perceptions of barriers restricting participation in recreation activities, for example, parking, transport, too busy, poor health, no facilities, weather, expense, etc.	<i>WCC Residents' Satisfaction Survey</i>	(2010): too busy: 28%, poor health: 10%, Lack of motivation: 8%; Lack of parking/public transport/transport: 8%; Weather: 7%	
		Better connected	Residents' perceptions that they feel a sense of community with others in their local neighbourhood.	<i>Quality of Life Survey</i>	(2006, 2008): 57%, 51%
			More inclusive	Resident satisfaction with services and resources provided by WCC to encourage strong and thriving communities	<i>WCC Residents' Satisfaction Survey</i>
Resident awareness of the types of community support provided by WCC	<i>WCC Residents' Satisfaction Survey</i>	(2010): Grants: 79%; Provision of support networks for various groups: 81%; Organising community events: 92%; Provision of advocacy services for various groups: 61%			
Residents' importance of sense of community in local neighbourhood	<i>Quality of Life Survey</i>	(2006, 2008): 69%, 59%			
Types of social networks to which residents belong (i.e. community, sports, ethnic, etc)	<i>Quality of Life Survey</i>	(2006, 2008): Family: 66%, 82%; school or work network: 62%, 67%; hobby/interest group: 37%, 41%; online community groups (eg Facebook): 20%, 38%; sports club: 33%, 29%; church/spiritual group: 32%, 26%; community/voluntary group: 22%, 19%; Friends:			

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
	Healthier	Residents' frequency of physical activity.	<i>WCC Residents' Satisfaction Survey</i>	4%; 11% (2007, 2008, 2009, 2010) 80%; 72%; 73%; 75% (more than 2.5 hours per week).
		Life expectancy (with break-down).	<i>Statistics NZ</i>	Male: 1995-1997 = 75.4; 2000-2002 = 78; 2005-2007 = 80.1%. Female: 1995-1997 = 81.2; 2000-2002 = 82.5; 2005-2007 = 83.7%. (Census)
		Number of notifications of the most prevalent food and water-borne diseases.	<i>WCC Building Consents and Licensing</i>	2006/07 = 261; 2007/08 = 269; 2008/09 = 306; 2009/10 = 291.
	Safer	Crime – number recorded (resolution rate) - by category.	<i>NZ Police</i>	(2007,2008, 2009) Recorded Crime per 10,000 pop: 994.7, 1,069.2, 1,032.1 Total Crimes (% resolved): 17,570 (43%); 19,122 (43%); 18,736 (44%) Violence: 2,342 (76%); 2,346 (78%); 2,347 (83%) Sexual: 130 (53%); 147 (63%); 126 (54%) Drugs & Antisocial: 2,468 (94%); 2,811 (95%); 3,135 (96%)
		Residents' perceptions of safety – central city and local neighbourhood (day and night).	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) Central city day =99%, 96%, 99%, 99%; Central city night = 74%, 56%, 67%, 64%; Neighbourhood day = 99%, 98%, 98%, 100%; Neighbourhood dark = 86%, 84%, 88%, 87%.
		Resident perceptions – city safety issues of most concern	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010): Alcohol and drug problems: 21%, 21%, 22%; Dangerous drivers (including speed, drunk drivers): 14%, 14%, 18%; Threatening people/people behaving dangerously: 17%, 16%, 13%; Poorly lit/dark public areas (streets, paths, parks): 12%, 11%, 13%; Traffic including busy roads/lack of pedestrian facilities: 10%, 12%, 9%; Car theft/vandalism: 4%, 6%, 7%; Graffiti: 11%, 7%, 5%; Vandalism (broken windows in shops): 4%, 4%, 3%; poorly maintained/dangerous public areas: 4%, 4%, 3%
		Residents with a home emergency plan.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010): 33%; 36%; 45%; 48%.
		Residents with an emergency kit	<i>WCC Residents' Satisfaction Survey</i>	2010: 76% <sup>8</sup>

<sup>8</sup> Civil Defence and Emergency Management now emphasise residents have access to emergency survival items (food, water, torches, essential medication etc) rather than a specific emergency kit.

## URBAN DEVELOPMENT OUTCOME INDICATORS

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
	More Liveable	Resident perceptions that Wellington is a great place to live, work and play	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010): great place to live: 95%, 94%, 94%; great place to work: 80%, 78%, 75%; great place to play: 91%, 93%, 90%
		Population density – central city area, 'Growth Spine,' inner-city residential, outer residential, suburban centres (long-term indicator).	<i>WCC GIS</i>	(2001, 2006) Central city: 5,844, 8,547 people; 'Growth Spine:' 18,348, 22,293 people; Inner city: 23,559, 25,227 people; Outer residential: 98,718, 108,402 people; Suburban centres: 2,295, 3,105 people. (Census)
	More Prosperous	Value of commercial and residential building consents	<i>Statistics NZ</i>	(2008,2009,2010) March Year End Commercial: \$328.8m, \$318.7m, \$307.9m Residential: \$263.2m, \$314.3m, \$210.8m
	More Compact	Building density (buildings per hectare) – central city area, 'Growth Spine,' inner-city residential, outer residential, suburban centres (long-term indicator).	<i>WCC GIS</i>	(2010): Central Area - 1,904 (7.85 buildings per hectare); Inner Residential - 10,652 (34.60 buildings per hectare); Outer Residential - 76,699 (21.84 buildings per hectare); Suburban Centres - 2,217 (7.37 buildings per hectare); Growth Spine - 10,172 (13.93 buildings per hectare).
		Proportion of houses within 100m of a public transport stop.	<i>WCC GIS</i>	2006 = 48%; 2008 = 48%; 2010 = 48%.
	Safer	Residents' perceptions of safety issues (urban design focussed)	<i>WCC Residents' Satisfaction Survey</i>	(2008,2009, 2010): Poorly lit public areas: 53%, 48%, 57%; Vandalism: 45%, 34%, 36%; Graffiti: 64%, 56%, 48%; Poorly maintained/dangerous public areas: 42%, 34%, 41%
		Identified earthquake-prone buildings that have been strengthened	<i>WCC Building Consents and Licensing</i>	2009/10: 4
	Sense of Place	Residents' perceptions that heritage items contribute to the city's unique character.	<i>WCC Residents' Satisfaction Survey</i>	(2006, 2007, 2008, 2009, 2010): 91%; 86%; 91%; 95%; 91%
		Residents' perceptions that heritage items contribute to their local community's unique character.	<i>WCC Residents' Satisfaction Survey</i>	(2006, 2007, 2008, 2009, 2010) 79%; 72%; 74%; 83%; 80%
		New Zealanders perception that Wellington is an attractive destination.	<i>Nielsen Omnibus Survey</i>	(2006, 2007, 2008, 2009, 2010) 81%; 75%; 79%; 80%; 82%.
Residents' rating of sense of pride in the way their city looks and feels.		<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 87%; 86%; 88%; 86%.	



## TRANSPORT OUTCOME INDICATORS

COMMUNITY OUTCOMES	COUNCIL OUTCOMES	COUNCIL OUTCOME INDICATOR	SOURCE	DATA
<p>Wellington's transport system will be designed to meet the needs of its people efficiently and sustainably.</p> <p>Wellington's public transport system will be accessible and affordable for all.</p> <p>Wellington will be pedestrian and cyclist friendly.</p> <p>Wellington's traffic will flow smoothly through and around the city and suburbs.</p> <p>Links by land, air and sea will meet the needs of people and enterprises. Wellington will have clear directional signage.</p>	<b>More Liveable</b>	Resident perceptions that public transport is convenient and affordable	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010): Convenient 77%, 80%, 75%; Affordable: 75%, 72%, 68%
		<b>More Prosperous</b>	Cargo loaded and unloaded at Wellington Seaport and Airport (tonnage).	<i>Statistics NZ</i>
	<b>More Sustainable</b>	Mode of transport used by residents to come into the CBD - by car, bus, walking, train, and cycling.	<i>WCC Residents' Satisfaction Survey</i>	(2008, 2009, 2010) Car: 46%, 36%, 35%; Bus: 28%, 33%, 38%; Walking: 15%, 17%, 16%; Train: 6%, 5%, 4%; Cycle: 4%, 4%, 4%
		Total fuel used on Wellington roads, per capita.	<i>WCC Infrastructure Planning and Data</i>	2008/09: 2,022 litres/person; 2009/10: 2,012 litres/person
		Users of public buses (actuals)	<i>WCC Infrastructure Planning and Data</i>	2009/10: 23,647,840
		Air quality monitoring (i.e. nitrogen dioxide, carbon monoxide, and particulate matter)	<i>Greater Wellington</i>	2009 Calendar year: Nitrogen: Maximum: 100.1; mean (annual): 27.4; Carbon monoxide: Maximum: 2.9; mean (annual): 0.6. Please refer to Activity 2.5 for particulate matter
		<b>Better connected</b>	Residents' perceptions that the city's transport system allows easy access from the suburbs to the city	<i>WCC Residents' Satisfaction Survey</i>
	<b>Better connected</b>	Residents' perceptions that peak traffic volumes are acceptable.	<i>WCC Residents' Satisfaction Survey</i>	(2007, 2008, 2009, 2010) 55%; 58%; 64%; 66%.
		Resident perceptions of barriers to using preferred mode of transport	<i>WCC Residents' Satisfaction Survey</i>	2010: yes: 34%; no: 66%
		<b>Safer</b>	Number of road crashes	<i>NZTA</i>
		Social cost of crashes – includes loss of life estimates.	<i>NZTA</i>	(2007/08, 2008/09, 2009/10): \$152m, \$160m, \$112m.