



A **M**anukau Economic Development Strategy

Together... we can shape the future



Table of Contents



I Introduction

II Economic Development

III Strategic Issues

Infrastructure
Council Performance and Regulatory Practices
City Marketing and Image
Skills, Training and Employment
Economic Diversification

IV Implementation Strategy

V Strategic Goals and Milestones

Infrastructure
Council Performance and Regulatory Practices
City Marketing and Image
Skills, Training and Employment
Economic Diversification, Business Support and Cluster Facilitation

VI Conclusion

Appendix:

Steering Committee List
Core Inner Group List
Working Parties and Papers

7
7
9

13
15

27



20 November 1997

MESSAGE FROM HIS WORSHIP THE MAYOR OF MANUKAU

As Mayor of Manukau it is indeed a pleasure to introduce the Economic Strategy for Manukau.

The Manukau City Council recognises the vital role that private enterprise plays in enhancing the prosperity of our City. Recently we have been working in partnership with the private sector, central government agencies and community organisations to develop strategies for economic development, employment, education and health and safety. All four strategies interlock to create a comprehensive strategy for our City.

This Economic Development Strategy is the first of its kind in New Zealand local government. It has been prepared by some of Manukau's most skilled and experienced business people and economic advisors, under the Chairmanship of Mr Noel Robinson, Managing Director of Robinson Industries Limited. It identifies and addresses five major issues and provides a plan for the implementation of the strategy. It will foster Manukau's economic growth both now and in the future and create new permanent, and indeed sustainable jobs for our people.

Manukau's full economic potential will be realised when all agencies in the City, including government and local government, community organisations and the private sector work together and share resources to implement this exceptional strategy.

I thank and congratulate members of the Steering Committee and Core Inner Group and others who have given their support and expertise. I am confident that this farsighted strategy will invigorate economic development and provide enduring prosperity to this great City of Manukau - Face of the Future.

I look forward to helping make Manukau the most desired location for business and enterprise in New Zealand and the Pacific.

A handwritten signature in blue ink, appearing to read 'Barry Curtis'.

SIR BARRY CURTIS
Mayor of Manukau





20 November 1997

Economic Development Steering Committee Chairman's Acknowledgement

I take great pleasure in presenting the Economic Development Strategy for Manukau which was initiated by the Manukau City Council at their Public Forum on 1 August 1996. A Steering Committee comprising a cross section of the community was set up to develop the Strategy.

The terms of reference for the Economic Development Strategy were :

The primary goal is to make Manukau the most desired location for enterprise business and investment in New Zealand and the Pacific Rim in order to achieve the following outcomes:

1. *High growth and sustainable enterprise*
2. *Increased opportunities for employment for Manukau residents*
3. *Increased standard of living and quality of life for the people of Manukau*

I found the economic strategy development exercise very exciting and inspiring because there are so many positive things about this City. In particular, it is well endowed with a range of economic opportunities underpinned by a high level of confidence and diversity.

The Economic Development Strategy provides a sound focus for promoting growth of business in Manukau through collaborative efforts of entrepreneurs, Council and other stakeholders in the City. The areas and programmes identified are not exhaustive, and I am sure many other things could also be done to invigorate business growth in the City. However, I am sanguine that if progress is achieved in the five critical areas identified in the Strategy, Manukau's economy will become more vibrant and dynamic, leading to enduring prosperity of Manukau communities.

I would like to take this opportunity of thanking all the members of the Steering Committee who have put a terrific amount of their own time into developing this programme. In spite of the diverse backgrounds and perspectives of the Committee members, the process was constructive and stimulating, and the report represents the unanimous view of the participants. I wish to congratulate and thank all of the Manukau City Council staff who gave such strong and professional support to the work of the Committees.

I am very enthusiastic about the Strategy and look forward to seeing it being implemented in the most effective and efficient way.

A handwritten signature in blue ink, appearing to read 'Noel Robinson', with a stylized flourish extending to the right.

Noel Robinson
CHAIRMAN ECONOMIC DEVELOPMENT STEERING COMMITTEE

“Increased opportunity for employment is dependent upon high economic growth and sustainable enterprise”

“This strategy has come about through community feedback to Manukau City Council”

Economic Development Strategy for Manukau

I Introduction

Continued economic growth in Manukau City is essential to provide an improved standard of living and quality of life for the people of Manukau. Increased opportunity for employment of Manukau’s residents is dependent upon high economic growth and sustainable enterprise, but such growth is not assured. The full benefit of the economic growth potential of Manukau will not be realised unless Manukau develops and vigorously pursues a focused development strategy with total commitment. Indeed, there is a serious risk that competition both from within the country and from offshore will draw business and employment opportunities away from Manukau.

II Economic Development

The Manukau community’s visions and aspirations in regard to economic development of the City are encapsulated in ***Strategic Directions 1996/2010***, a document that resulted from extensive public consultation. Strategic Directions, adopted by the Council on 29 June 1995, envisions a City that would have its own unique identity underpinned by a vibrant economy.

The strategic location of the City, its natural endowments, and creativity and energy of different communities, including the business sector, are some of the factors that are expected to add to the dynamism and future growth of Manukau’s economy.

Manukau City Council facilitated the development of this Economic Strategy for Manukau so that the visions and aspirations of its many and varied communities could be brought together in a coherent and structured way and implemented for the common good of its citizens.

**“Your
participation
is vital to
ensure action”**

The strategy development was initiated by a Council-convened public forum on 1 August 1996 when a Steering Committee representing a cross section of the community was set up. The terms of reference were:

The primary goal for the Economic Development Strategy is to make Manukau the most desirable location for enterprise, business and investment in New Zealand and the Pacific Rim in order to achieve the following outcomes:

- a) High growth and sustainable enterprise*
- b) Increased opportunities for employment of Manukau residents*
- c) Improved standard of living and quality of life for the people of Manukau*

This paper is the result of consultation and deliberation of the Committee and its working party called the Core Inner Group.

Economic development is a complex process that comes about from a successful fusion of entrepreneurship, education and skills of the community, driven largely by market forces. A conducive business environment and a supportive regulatory framework are important conditions of economic growth and development.

There are many different approaches which have been successful elsewhere in securing and maintaining economic growth at local and regional levels. This Economic Development Strategy (EDS) recognises the particular spectrum of conditions, constraints and opportunities implicit in Manukau's environment. The strategy has identified five major issues which should be addressed.

- Infrastructure
- Council Performance and Regulatory Practices
- City Marketing and Image
- Skills, Training and Employment
- Economic Diversification

Parallel strategies need to be implemented in areas of education, safety and health and integrated with the Economic Development Strategy (EDS) to achieve sustainable well-being and prosperity for our community. The five strategic goals of the EDS are seen to be crucial elements to secure economic growth in Manukau and, in addition, are achievable through local decision making and concerted action.

III Strategic Issues

Infrastructure

... roading and transportation is the greatest current concern. Traffic congestion is delaying movement of people and freight If not addressed immediately, it will be a very significant deterrent to growth.

In general, business and industry is dependent upon the timely, convenient and economic provision of a range of infrastructural elements through both public and private organisations.

“Roading and transportation is the greatest current concern”

“It is important for Council to welcome, champion and facilitate growth of business”

Many of these would not seem to be issues at present in Manukau (e.g. energy, water) but services would be closely monitored and opportunities taken to realise gains in quality and cost of service where possible.

The area of communications represents an opportunity to gain significant competitive advantage by making Manukau a leader in the provision and utilisation of information technology. The issue of roading and transportation is the greatest current concern. Traffic congestion is delaying movement of people and freight and is negatively impacting on productivity. If not addressed immediately, it will be a very significant deterrent to growth.

Council Performance and Regulatory Practices

... it is important for Council to make substantial changes to both culture and structure That will earn Manukau City Council the enviable reputation as the local authority that welcomes champions and facilitates growth of business.

No single local element is likely to have as negative an impact on business and industry as a regulatory environment which is (or is perceived to be) overly bureaucratic, slow to respond and generally a hindrance rather than a stimulus to economic growth and prosperity. Unfortunately, such is the case in Manukau City. Whereas it is recognised that there are several areas in which Council does well, it is important for Council to make substantial changes to both culture and structure to give a new impetus to economic development. That process will earn Manukau City Council the enviable reputation as the local authority that welcomes, champions and facilitates growth of business. Yet another issue which is under the direct control of Council is the burden of rates and rating differentials. Manukau's current rating treatment of commercial property is unfavourable in comparison to our competitors and is perceived to be punitive by local business. The high compliance cost and high taxes on business and the requirement for developers to contribute to all the costs of infrastructure do not provide a welcoming environment to commerce.

“There is
a unique
opportunity
to market
Manukau’s
cultural
diversity”

City Marketing and Image

Manukau has to radically change its common perception of an impoverished South Auckland suburb. The truth is that there is tremendous diversity of cultures and lifestyles.... There is a unique opportunity to market Manukau’s cultural diversity....

The marketing of a true and positive image of Manukau City to potential clients presents a real challenge and opportunity. Manukau has to radically change its common perception of an impoverished South Auckland suburb. The truth is that there is tremendous diversity of cultures and lifestyles. The remarkable strength and excitement which flows from the richness of our social diversity is a resource of untapped potential. There is a unique opportunity to market Manukau’s cultural diversity, a potent tourism draw card. Also, the pristine rural environment and long coastlines provide for an attractive lifestyle.

The all too commonly held view that the City is over-run with crime, unemployment and slums, is often exaggerated. But there are problems, some superficial, some significant, which must be confronted and conquered if Manukau is to be as attractive to newcomers as we might wish. In some areas of the City, vandalism, burglary and personal safety are significant issues. The image which is portrayed by a very high incidence of graffiti is that of a City that does not treat personal property with care and respect. In general, the level of policing is low, certainly relative to many other jurisdictions with which we are in competition.

Skills, Training and Employment

There is an extremely strong correlation between an advanced level of workforce education and skills and economic prosperity. There is no alternative to placing much greater emphasis on the value of education and to the facilitation and co-ordination of education and training....

“There is an extremely strong correlation between an advanced level of workforce education and skills and economic prosperity”

There is an extremely strong correlation between an advanced level of workforce education and skills and economic prosperity. The future requirements of the job market will place an even greater emphasis on advanced training and education. Manukau has a significant challenge in addressing the relatively low level of education and training of its population, particularly amongst the current unemployed youth in Maori and Pacific Island Communities. There is no alternative to placing much greater emphasis on the value of education and to the facilitation and co-ordination of education and training within our community. This is a matter which is also central to the work of the Employment Strategy group and progress on the development of a comprehensive strategy must be co-ordinated and integrated within the Economic Strategy.

Economic Diversification

... grouping of like businesses together geographically to take advantage of location or other factors creates a powerful synergy.... there are a number of emerging clusters that need to be encouraged and expanded, and new ones targeted.

The natural and physical resources of Manukau provide the scope for building on the strong manufacturing base of Manukau other economic activities based on tourism and agriculture. In this context it will be necessary for Manukau to continue to encourage and support existing businesses through well targeted and effective programmes underpinned by market friendly policies.

It is well recognised and acknowledged that the grouping of like businesses together geographically to take advantage of location or other factors creates a powerful synergy. There are many examples of successful clusters in the world that have become international magnets. Within Manukau, there are a number of emerging clusters that need to be encouraged and expanded, and new ones targeted.

“There are many examples of successful clusters in the world that have become international magnets”

IV Implementation Strategy

The *Economic Development Strategy* identifies five broad areas to achieve the goals of economic development for Manukau. Goals and milestones are shown over leaf. Some milestones have been typed in bold to underline their importance to the success of the Strategy. A detailed work programme needs to be developed with action plans, objectives, performance measures, time frames and accountability.

Research on best practices in regional development has not been able to identify an optimal organisational structure. Manukau has chosen an in-house structure for the implementation of the economic development strategy overseen by an external Steering Group.

For this in-house structure to succeed, it needs to be :

- Properly resourced
- Capable of delivering high quality service
- Cost effective
- Creative and innovative
- Accountable to the tax payer through their elected representative
- Empathetic and committed to Manukau City.

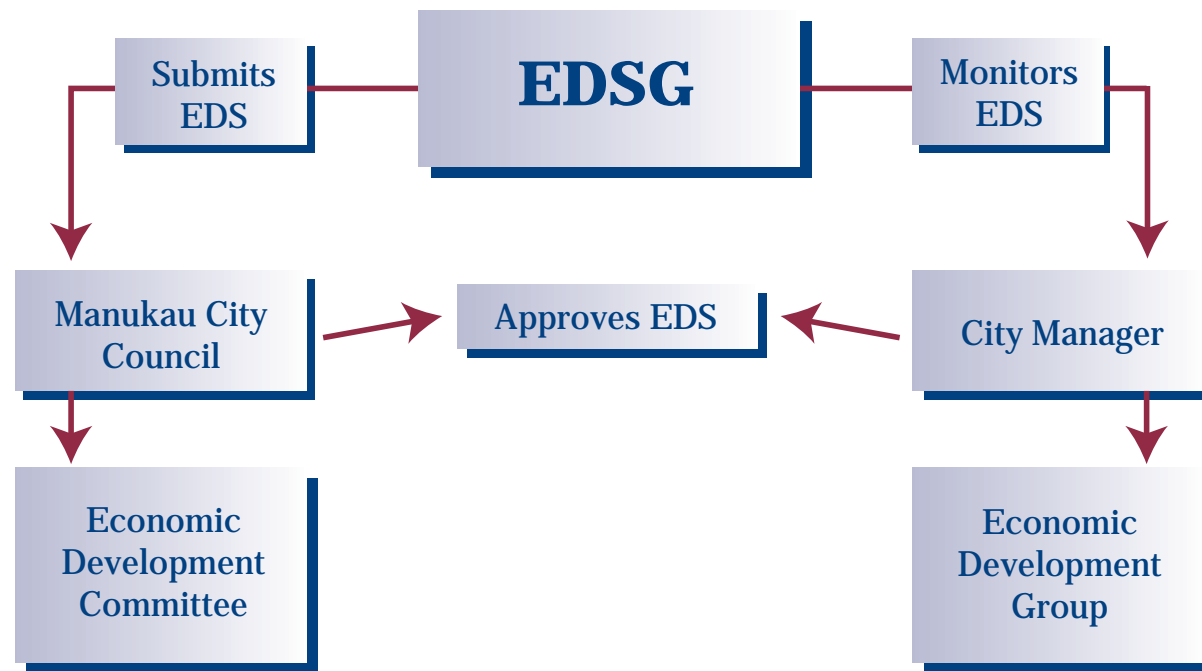
The Economic Development Committee of the Council will sponsor the strategy through the Economic Development Group. The Economic Development Steering Group (EDSG) will be formed by a Community Forum not only to monitor EDS but also to provide leadership and vision so that

**“EDSG
will provide
leadership and
vision so that
impetus to
Economic
Development
remains high”**

impetus on Economic Development remains high. The EDSG will not be held accountable for the implementation of the Strategy, the responsibility for which would rest solely with the City Manager.

Since the success of the EDS will depend on progress in other related areas such as education, health, employment and safety, it is important that the EDSG includes champions from these other sectors. The Economic Development Group in the Council will service the EDSG who are expected to meet every three to four months to monitor strategy implementation.

Chart 1 : Structure for Implementation of Strategy



POLICY

IMPLEMENTATION

“The City needs to plan for development of long term transport strategy, including light and heavy rail options”

STRATEGIC GOALS AND MILESTONES

1. Infrastructure

Goal: Manukau has a sound infrastructure that enables rapid movement of information, goods and people across the city.

STRATEGIES	Milestones	Date
1. In the short term the City should prioritise roading and transport initiatives and develop policy that reduces congestion.		
(a) Complete East Tamaki Arterial Route.	<ul style="list-style-type: none"> • Planning completed • Construction completed. 	<ul style="list-style-type: none"> • June 1998 • April 2000
(b) Establish a third crossing linking Waiouru Peninsula to Motorway.	<ul style="list-style-type: none"> • Transport requirement proposals reported. • Design and route protection completed. 	<ul style="list-style-type: none"> • June 1998 • June 1999
(c) Improve traffic flows through synchronisation of traffic lights.	<ul style="list-style-type: none"> • Synchronisation programme implemented. 	<ul style="list-style-type: none"> • June 1998

STRATEGIES	Milestones	Date
(d) Plan and develop public transport policies.	Contribute to the formulation of: <ul style="list-style-type: none"> • The Land transport pricing study. • The Transfund subsidy policy. • The National and regional transport strategies. 	<ul style="list-style-type: none"> • June 1998
(e) Appoint Route Managers for major roads.	<ul style="list-style-type: none"> • Routes identified. • Concept investigated. • Proposals implemented. 	<ul style="list-style-type: none"> • September 1997 • December 1997 • March 1998
2. The City needs to plan for development of long term transport strategy, including light and heavy rail options.	<ul style="list-style-type: none"> • Contributions made to regional strategies. 	<ul style="list-style-type: none"> • Ongoing
3. The City needs to facilitate the uptake of latest information technology through private sector involvement so as to promote acquisition and exchange of knowledge and information.	<ul style="list-style-type: none"> • A public forum on information technology is held. • Short and long term action plans that develop from the forum are implemented. 	<ul style="list-style-type: none"> • June 1998 • December 1998

STRATEGIES	Milestones	Date
4. Promote development of air transport based on further expansion of Auckland International Airport Limited (AIAL).	<ul style="list-style-type: none">• The strategic importance of the Airport to economic development of Manukau is recognised.	<ul style="list-style-type: none">• Ongoing



2. Council Performance and Regulatory Practices

Goal: Manukau City Council is perceived as the most welcoming, supportive and customer focused Council in New Zealand for business growth and enterprise.

STRATEGIES	Milestones	Date
<p>1. Develop a welcoming enterprise culture in Manukau.</p>	<ul style="list-style-type: none"> • Subdivision co-ordinators appointed by council to facilitate large and complex subdivision projects. • Lead officers designated by Council for large land use consent. • Evaluate options to include all investment > \$0.5m. • Recognition of annual business success through awards. • One-stop-shop for business development enhanced. • Welcoming letters sent by Mayor for all business investments in excess of \$0.5 million. • Council staff understanding of business imperatives improved. 	<ul style="list-style-type: none"> • December 1997 • December 1997 • June 1998 • Ongoing • December 1997 • June 1997/ ongoing • Ongoing

STRATEGIES	Milestones	Date
<p>2. Reduce compliance costs.</p>	<ul style="list-style-type: none"> • Consent process re-engineered. • Statutory deadlines for resource consents met in 1997/98. • Target and implement further reduction opportunities. • Customer satisfaction measured annually and reported to EDSG. • Workshop held between Council staff and developers. • The burden of rates on businesses reduced by year 2000. • Funding policy adopted. 	<ul style="list-style-type: none"> • June 1998 • June 1998 • June 1999 • June 1998 • June 1998 • December 2000 • July 1998
<p>3. Make economic development a priority.</p>	<ul style="list-style-type: none"> • Economic development benefits are promoted within the city and within Council. • Two Business Development forums held per year. • Programme evaluation-policies are developed. • Clear goals and measurable objectives for projects established. • Cost effectiveness of Council programmes evaluated. 	<ul style="list-style-type: none"> • Ongoing • December/May • December 1997 • March 1998 • Annually

STRATEGIES	Milestones	Date
<p>4. Manukau City Council should investigate the propriety and viability of setting up bulk buying of energy for its industries</p>	<ul style="list-style-type: none"> • Feasibility study is undertaken • Study, recommendations are implemented • Private sector involvement achieved. 	<ul style="list-style-type: none"> • December 1997 • December 1998 • December 1998

“Make economic development a priority”



“Accentuate positive factors for living, working and operating a business in Manukau.”

3. City Marketing and Image

Goal: Manukau is a highly desirable place to live, work and operate a business.

STRATEGIES	Milestones	Date
1. Create a brand image for Manukau and market it locally and overseas.	<ul style="list-style-type: none"> • Business related image is developed and promoted. • Manukau has a clearly defined identity within the Auckland region, nationally and globally. • Manukau Face of the Future™ brand image is accepted in the commerce sector. • A marketing plan is developed and implemented. 	<ul style="list-style-type: none"> • June 1998 • June 1999 • June 1998 • December 1998
2. Market Manukau to businesses and other potential investors as a desirable business location.	<ul style="list-style-type: none"> • Business and investment literature is updated, revamped and put on Internet. • Target market is identified and communicated with. 	<ul style="list-style-type: none"> • July 1998 • December 1997

STRATEGIES	Milestones	Date
<p>3. Eliminate factors that contribute to a negative image for Manukau.</p>	<ul style="list-style-type: none"> • Support Council initiatives regarding crime, graffiti and unemployment. • Initiatives are implemented by Council and the private sector. • Improvements recognised and praised through the media. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • December 1998/ Ongoing
<p>4. Accentuate positive factors for living, working and operating a business in Manukau.</p>	<ul style="list-style-type: none"> • Celebrations and reports recognising positive things happening in Manukau. • Successes widely showcased through the media. • Identify and include specialised geographical zones in the marketing mix. 	<ul style="list-style-type: none"> • December 1997/ Ongoing • June 1998 • December 1998



4. Skills, Training and Employment

Goal: The level of education and skills in Manukau meets requirements for economic growth and leads to a high level of employment.

STRATEGIES	Milestones	Date
1. Support and monitor Manukau City's Employment Strategy.	<ul style="list-style-type: none"> • Launching of Employment Strategy initiatives. • Celebration of results of employment strategy initiatives. 	<ul style="list-style-type: none"> • June 1997/ Ongoing • June 1998/ Ongoing
2. Advocate for distinct Manukau region more resources from central government for education/ training.	<ul style="list-style-type: none"> • More funding for education and training is received in Manukau. • Funding allocations recognise Manukau's special needs. 	<ul style="list-style-type: none"> • September 1997/ Ongoing • Ongoing
3. Encourage and promote high technology focus in training and education.	<ul style="list-style-type: none"> • Forum held on technology for the education and training sector • Support Council's Education Strategy. 	<ul style="list-style-type: none"> • September 1998 • Ongoing
4. Break the cycle of unemployment and low education among disadvantaged groups.	<ul style="list-style-type: none"> • Nationally driven integrated family programme (including education, health and social welfare) progressed further. • Support Council's Education Strategy. 	<ul style="list-style-type: none"> • Ongoing • Ongoing

“Break the cycle of unemployment and low education among disadvantaged groups.”

“Promote business networks, partnership and alliances for businesses to increase efficiency and competitive strength through co-operation”

5. Economic Diversification, Business Support and Cluster Facilitation

Goal: Manukau has a wide range of internationally competitive businesses.

STRATEGIES	Milestones	Date
<p>1. Identify qualifying clusters and research their needs, drivers and interdependencies from the following possible clusters:</p> <ul style="list-style-type: none"> • Distribution • Leisure • Automotive industries • Airport related industries • Education • Polynesian/Maori Arts • Food Processing • Appliances • Tourism 	<ul style="list-style-type: none"> • Specific “cluster” research undertaken. • Forums are held with local industries. • Leaders emerge from within motivated “cluster” industries. • Two business clusters formed in each year. 	<ul style="list-style-type: none"> • March 1998 • June 1998 • December 1998 • June 1999 • June 2000 • June 2001 • June 2002
<p>2. Develop Manukau economic base by promoting diversity:</p> <ul style="list-style-type: none"> • Cultural Centres/Performing Arts Centre and Arts/Crafts Centre • Polynesian/Maori Food • Flora/Fauna Exhibits • Targeted education 	<ul style="list-style-type: none"> • A cultural complex be investigated as part of the 10 year planning. • Wide participation of business entrepreneurs and investors achieved. • Operation started 	<ul style="list-style-type: none"> • December 1999 • December 2000 • December 2001

STRATEGIES	Milestones	Date
<p>3. Develop business incubators in Manukau to facilitate start-up of small businesses.</p>	<ul style="list-style-type: none"> • Consider incubator establishment in 1998/99 budget. • First incubator established and launched. 	<ul style="list-style-type: none"> • June 1998 • June 1999
<p>4. Promote business networks, partnership and alliances for businesses to increase efficiency and competitive strength through co-operation.</p>	<ul style="list-style-type: none"> • Promotional forum held. • First industry network or alliance formed. • Success of networked business celebrated. 	<ul style="list-style-type: none"> • June 1998 • September 1999 • December 1999
<p>5. Invigorate events management as an instrument of promoting tourism and business growth in Manukau.</p>	<ul style="list-style-type: none"> • Concept paper, outlining the options submitted. • Feasibility study completed on recommended option • Events management strategy launched 	<ul style="list-style-type: none"> • September 1998 • March 1999 • September 1999
<p>6. Improve accessibility of quality information on economic and business conditions to support business growth initiatives.</p>	<ul style="list-style-type: none"> • Quarterly report produced, promoted and distributed • Manukau basic information/business-related facts and figures published on: <ul style="list-style-type: none"> - Internet - Newsletter 	<ul style="list-style-type: none"> • Ongoing • June 1998

“Increase support for small businesses to improve their marketing, management, technology and exports.”

STRATEGIES	Milestones	Date
7. Promote tourism in Manukau.	<ul style="list-style-type: none"> • Tourism strategy reviewed. 	<ul style="list-style-type: none"> • September 1998
8. Increase support for small businesses to improve their marketing, management, technology and exports.	<ul style="list-style-type: none"> • Specific seminars/workshops/training facilitated. • Participation of small business in trade displays/exhibitions. • Overseas trade and market studies facilitated. • Communication/information exchange platform launched. 	<ul style="list-style-type: none"> • 2 annually from July 1997 • June 1999 • June 1999 • September 1999



VI Conclusion

Despite the complexities of economic development issues considered by the members of the Steering Committee and their divergent backgrounds, total consensus and strong support for the strategy has emerged. The Committee believes that the implementation of this Strategy will make a real difference to the well being of the people of Manukau.

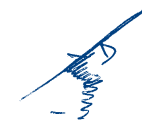
The undersigned members of the Core Inner Group on behalf of the Steering Committee commend this Strategy for adoption.



Mr Noel Robinson (Chairman)
Managing Director
Robinson Industries Ltd



Ms Mary Fitzgerald
General Manager –
Rainbows End



Mr Mathew Newman
Chairman – Manukau Chamber
of Commerce



Mr Richard Blundell
General Manager, Corporate
Affairs – Fisher & Paykel Ltd



Dr Jack MacDonald
Chief Executive Officer –
Manukau Institute of Technology



Mr Tim Tahapehi
Contracts Advisor –
Huakina Trust *



Ms Gaele Deighton
Chief Executive Officer
Enterprising Manukau



Cr Neil Morrison
Chairman – Economic
Development Committee

* replaced Chic Cooper

Steering Committee List

- Mr Noel Robinson, Managing Director (Chairman), Robinson Industries Ltd
- Mr Richard Blundell, General Manager, Corporate Affairs, Fisher & Paykel Ltd
- Mr Charles Carlson, Project Director, Enterprise Otara
- Mr Brendan Chaffe, Manager, Nestles NZ Ltd
- Mr Neville Collett, Regional Manager, Auckland Business Devpt Board
- Ms Gaelle Deighton, Chief Executive Officer, Enterprising Manukau
- Mr Paul Dulihanty, General Manager, Interfreight Ltd
- Ms Mary Fitzgerald, General Manager, Rainbow's End
- Ms Stella Ford, Acting Regional Manager, Education and Training Support Agency
- Mr Bruce Goldsworthy, Chief Executive Officer, Auckland Manufacturers Assoc.
- Mr Henry Jensen, Greenmount Business Association
- Mr Martin Lowry, Convenor, Technical Sub-Committee, Building Owners and Managers Association
- Dr Jack MacDonald, Chief Executive Officer, Manukau Institute of Technology
- Mrs Ruby Mann-Stephen, Acting Director, Pacific Island Chamber of Commerce
- Cr Neil Morrison, Chairman Economic Development Committee, Manukau City Council
- Mr Matthew Newman, Chairman, Manukau Chamber of Commerce
- Mr Grant Power, Field Advisor, Community Employment Group
- Mr Doug Scott, Manager, South Mall Shopping Centre
- Mr Tim Tahapehi, Contracts Advisor *, Huakina Trust
- Mr Dave Todd, Business Acct Manager, Westpac
- Mr David Waring, General Manager, NZ Wheels Intl Ltd

* replaced Chic Cooper

Core Inner Group Members

- Mr Noel Robinson, (Chairman), Managing Director, Robinson Industries Ltd
- Mr Richard Blundell, General Manager, Corporate Affairs, Fisher & Paykel Ltd
- Ms Gaelle Deighton, Chief Executive Officer, Enterprising Manukau
- Ms Mary Fitzgerald, General Manager, Rainbows End
- Dr Jack MacDonald, Chief Executive Officer, Manukau Institute of Technology
- Cr Neil Morrison, Chairman Economic Development Committee, Manukau City Council
- Mr Matthew Newman, Chairman, Manukau Chamber of Commerce
- Mr Tim Tahapehi, Contracts Advisor *, Huakina Development Trust

* *replaced Chic Cooper*

Manukau City Council Strategic Support Officers

- Dr Praful Rambhai, Director Economic Development Group
- Imam Ali, Manager Economic Policy

Working Party Groups and Papers

- **Current Trends and Prospects for Manukau**
Mary Fitzgerald (Team Leader)
Bruce Goldsworthy
Brendan Chaffe
David Waring
William Wayodi
- **Workforce Challenge to Economic Development in Manukau**
Gaelle Deighton (Team Leader)
Dr Jack MacDonald
Charles Carlson
Henry Jensen
Tu Nguyen
- **A Conducive Environment for Business in Manukau**
Noel Robinson (Team Leader)
Dave Todd
Stella Ford
Grant Power
Imam Ali
- **Niches and Clusters: Opportunities for Manukau**
Richard Blundell (Team Leader)
Colin Temperton
Paul Dulihanty
Neville Collet
Matthew Newman
John Gutsell
- **Best Practices in Regional Development Overseas**
Dr Jack MacDonald (Team Leader)
Noel Robinson
Gary Tye
Doug Scott
William Wayodi
- **Manukau Face of the Future – A Marketing Tool for the Economy of Manukau**
Brian Richards
Ray Stone
- **Research: Perceptions of Manukau as a Business Location & Competitor Behaviour**
Arthur Andersen
National Research Bureau

