

# REPORT ON COUNCIL CONTROLLED ORGANISATIONS

The Council have established several companies and trusts to assist it in achieving its objectives for the city. By virtue of the fact that we, in some cases jointly with other local authorities, *either* control 50 percent or more of the voting rights of the shareholders, members or controlling body of the entity *or* directly or indirectly appoint 50 percent or more of the directors or trustees, these companies or trusts meet the legal definition of council controlled organisations. This report provides information about their structure, objectives, activities and performance.

Council controlled organisations independently manage Council facilities, deliver significant services and undertake significant developments on behalf of the Wellington community. Where necessary, we provide funding to support their operations and capital investment requirements.

## St James Theatre Charitable Trust



### Structure

All trustees are appointed by the Council. As at 30 June 2008 they were Chris Parkin (Chair), Roger Miller, Councillor Ian McKinnon, Pele Walker, Sam Knowles, and Juliet McKee. 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 Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
Number of performances ▪ St James Theatre ▪ The Opera House	▪ St James: 121 ▪ The Opera House: 150	▪ St James: 89 ▪ The Opera House: 120
Total number of days utilisation ▪ St James Theatre ▪ The Opera House	▪ St James: 177 ▪ The Opera House: 151	▪ St James: 153 ▪ The Opera House: 136
▪ Average utilisation of seats	▪ 55%	▪ 58%

See also Galleries and Museums in the Cultural Wellbeing strategy

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



### Structure

All trustees are appointed by the Council. As at 30 June 2008 they were Glenys Coughlan, Councillor Jo Coughlan, Kim Wicksteed, John Milford, Mike O'Donnell, Peter Monk and Ruth Pretty. The Chief Executive was Tim Cossar.

### 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 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 its 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 Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
<ul style="list-style-type: none"> <li>▪ International market share (numbers)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain market share in US, UK, and Australian markets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Market share of visitor nights                             <ul style="list-style-type: none"> <li>▪ Australian: 0.29% increase</li> <li>▪ UK: 4.19% decrease</li> <li>▪ US: 2.86% decrease</li> </ul> </li> <li>▪ Market share of visitor numbers                             <ul style="list-style-type: none"> <li>▪ Australian: 0.8% decrease</li> <li>▪ UK: 0.25% decrease</li> <li>▪ US: 0.08% decrease</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Number of international visitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain 2006/07 levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ International guest nights 7% increase</li> </ul>
<ul style="list-style-type: none"> <li>▪ New Zealand market visitors and visitor nights</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve NZ market numbers and visitor nights to increase by 1% over 2006/07</li> </ul>	<ul style="list-style-type: none"> <li>▪ 6.4% increase</li> </ul>
<ul style="list-style-type: none"> <li>▪ Weekend occupancy in partner hotels (capacity aligned)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1% increase (over 2006/07)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1.5% decrease</li> </ul>
<ul style="list-style-type: none"> <li>▪ Downtown weekend visitation</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2% increase (over 2006/07)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Downtown visitor spend 0.06% increase</li> </ul>
<ul style="list-style-type: none"> <li>▪ i-Site revenue</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase revenue by at least 5% (over 2006/07)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 0.5% increase</li> </ul>

<b>PERFORMANCE MEASURES</b>	<b>TARGET 2007/08</b>	<b>ACTUAL 2007/08</b>
▪ Partner funding	▪ Maintain funding within 5% of 2006/07 levels	▪ 3% increase
▪ Number of partners	▪ Number of partners within 5% of 2006/07 levels	▪ 10% increase
▪ Cost effectiveness	▪ Partnership funding at no less than 35% of WCC funding	▪ Partnership funding is 40% of WCC funding

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



## Wellington Museums Trust

### Structure

All trustees are appointed by the Council. As at 30 June 2008, they were Vivienne Beck (Chair), Councillor Hayley Wain, Rhonda Paku, Peter Blades, Peter Cullen, 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, Capital E, the Wellington Cable Car Museum, the Plimmer's Ark Restoration project and the New Zealand Cricket Museum. 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, deaccession and Collection development policies. It liaises with Positively Wellington Tourism to enhance its attraction to visitors to Wellington.

### 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 Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
Attendance targets		
▪ City Gallery	▪ 150,000	▪ 203,919
▪ Capital E	▪ 95,000	▪ 105,786
▪ City and Sea	▪ 90,000	▪ 90,209
▪ Plimmers Ark	▪ Not available	▪ Not available
▪ Colonial Cottage	▪ 2,700	▪ 4,273
▪ Cable Car Museum	▪ 220,000	▪ 224,002
▪ NZ Cricket Museum	▪ 3,000	▪ 2,595
▪ Subsidy per customer (excludes Plimmers Ark, but includes rental subsidy)	▪ \$10.67	▪ \$9.60
▪ Average retail income per customer	▪ \$1.16	▪ \$1.16
▪ Number of exhibitions (seasons) held in the main galleries at the City Gallery and Michael Hirschfeld Gallery	▪ 3.5 City Gallery and 9 Michael Hirschfeld Gallery	▪ Achieved

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

# Wellington Cable Car Limited



## Structure

The Council is the 100 percent shareholder in this company and appoints all of the directors. As at 30 June 2008 they were Roger Drummond (Chair), Christine Southey and Jeremy Ward. The General Manager was Brian Brown.

## Objectives

Wellington Cable Car Limited operates the Cable Car as an efficient, reliable and safe transport service. It meets its shareholder objective to retain, on strategic and environmental grounds, the trolleybus passenger service in the city, and maintains the overhead wiring system for this.

## 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 Land Transport Safety Authority
- Specifies and controls the contract for the passenger service operation
- Specifies and controls the contract for the inspection, maintenance and repair of the trolleybus overhead wiring system
- Markets the cable car
- Identifies options for enhancing the cable car travel experience.

The nature and scope of these activities are consistent with those set out in the Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
▪ Cable car passenger numbers	▪ 998,000	▪ 1,109,917
▪ 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%	▪ 46%
▪ Percentage of residents who rate the standard and operational reliability of the Cable Car as good or very good	▪ 90%	▪ 94%

## Lambton Harbour Management Limited (trading as Wellington Waterfront Limited)



### Structure

The Council is the 100 percent shareholder in this company and appoints all of the directors. As at 30 June 2008 they were Michael Cashin (Chair), David Pritchard, David Kernohan, Stephen Kos, Mark Petersen, Robert Gray, Councillor Ray Ahipene-Mercer and Alison Timms. 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 adviser to the Waterfront Development Subcommittee (WDSC)
- 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 Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
▪ Percentage of residents visiting the waterfront	▪ 80%	▪ 96%
▪ Percentage of residents who agree waterfront is a more interesting and exciting place to visit than five years ago.	▪ 90%	▪ 84%
▪ Project timeliness, number of milestones achieved on time	▪ 75%	▪ 57%
▪ Capital expenditure	▪ \$12.69m	▪ \$9.28m
▪ Commercial proceeds	▪ \$7.15m	▪ \$3.60m

See also Public Spaces Development in the Urban Development strategy

## Wellington Water Management Ltd (trading as Capacity)



### Structure

Wellington City Council and Hutt City Council are equal 50 per cent shareholders in this Council Controlled Trading Company, established on 9 July 2003, 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 appointed jointly by the two 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 2008 the Councillor appointees are Andy Foster (Wellington City Council) and Ray Wallace (Hutt City Council). The four independent Directors are Bryan Jackson (Chair), Peter Allport, Peter Leslie and Richard Westlake. The Chief Executive is David Hill.

### Objectives

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.

This objective was achieved throughout the period ended 30 June 2008.

### The Nature and Scope of the activities undertaken

The company's purpose is to provide high quality, safe and environmentally sustainable services to shareholding councils and other customers with a principal focus on asset management planning and contracted service delivery for the operation, maintenance and on-going development of 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 2007/08	ACTUAL 2007/08
▪ Asset Management Plans completed by October 2007	▪ Within timeframe	▪ Achieved
▪ Compliance with existing resource consents	▪ 100 per cent compliance	▪ Achieved: 100 percent compliance
▪ Consent renewals accepted by regulatory authority prior to expiry	▪ 100 per cent	▪ Achieved: 100 per cent. ▪ Consent renewal application for the Tory Street Culvert Outfall was accepted prior to existing resource consent expiry.
▪ Percentage of requests for service that are resolved within 15 days.	▪ 90 per cent	▪ Achieved: 97 percent
▪ Customer Satisfaction	▪ 90 per cent customer satisfaction	▪ Achieved: 91 percent
▪ Progress against agreed programme of capital works	▪ 90 percent completed on time ▪ 90 percent completed within budget.	▪ Not achieved: The capital works programme was 89 per cent completed ▪ Achieved: The capital works programme was completed 100 per cent within budget
▪ Actual total operating expenditure vs budget	▪ Within budget	▪ Achieved
▪ Actual total capital expenditure vs. budget	▪ Within budget	▪ Achieved
▪ Achieve savings target for the year	▪ \$780,000 + / - 10 percent of forecast result	▪ Under the service level agreement between Capacity, Hutt City Council and

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
		Wellington City Council, a savings model has to be approved by shareholders before savings can be reported. A savings model developed by Capacity is currently under review by Wellington City Council.

See also the Environment strategic area.



## Wellington Zoo Trust

### 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 2008 they were Denise Church (Chair), Lee Parkinson, Ross Martin, Frances Russell, Phillip Meyer 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

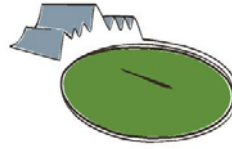
The Trust:

- Cares for resident animals and manages the animal collection
- Participates in captive management breeding programmes
- Develops and maintains high quality animal exhibits
- Delivers 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 Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
▪ Number of visitors	▪ 176,980	▪ 182,540
▪ Number of school visits (students)	▪ 14,700	▪ 14,906
▪ Conservation Programme Managed Species (% of total collection)	▪ >38%	▪ 42%
▪ Percentage of visitors who are satisfied with the Zoo experience	▪ >90%	▪ 96%
▪ Average WCC subsidy per visitor	▪ \$15.19	▪ \$14.72
▪ Average retail income per visitor	▪ \$9.00	▪ \$8.19
▪ Average income per visitor (excluding WCC grant)	▪ \$10.42	▪ \$11.78
▪ Ratio of generated Trust income as % of WCC grant	▪ 69%	▪ 80%

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 2008 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 Gavin Larson.

## 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 Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
Number of events		
▪ Cricket	▪ 11	▪ 17
▪ Other sports	▪ 10	▪ 9
▪ Community	▪ 4	▪ 3
▪ Other (cultural etc)	▪ 2	▪ 0
Number of event days		
▪ Cricket	▪ 32	▪ 39
▪ Other sports	▪ 10	▪ 14
▪ Community	▪ 4	▪ 3
▪ Other (cultural etc)	▪ 2	▪ 0
▪ Facility standard	▪ Maintain to international standard	▪ Achieved
▪ Total revenue	▪ \$12.69m	▪ \$16.55m
▪ Event revenue	▪ \$4.08m	▪ \$7.69m
▪ Net surplus (deficit)	▪ \$1.08m	▪ \$2.98

# 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 2008 they are Paul Collins (Chair), Councillor Chris Laidlaw (GWRC), Michael Egan, Sir John Anderson, Liz Dawson, Craig Sims, David Bale and Councillor John Morrison (WCC). The Chief Executive is 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
- Increases the event programme by adding 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 Annual Plan.

PERFORMANCE MEASURES	TARGET 2007/08	ACTUAL 2007/08
▪ Number of events	▪ 37	▪ 58
▪ Total revenue	▪ \$12.69m	▪ \$16.55m
▪ Event revenue	▪ \$4.08m	▪ \$7.69m
▪ Net surplus (deficit)	▪ \$1.08m	▪ \$2.98

**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.