

# Draft

## 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 developments on behalf of the Wellington community. The following table explains what the organisations do and how their performance is measured.

Specific information in relation to the management and performance measurement of the companies and trusts will be developed in the coming months and reported in future Council Annual Plans and Reports.

### ORGANISATION: Positively Wellington Tourism (Partnership Wellington Trust)

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>• Market and add value to Wellington to achieve sustainable economic growth for the benefit of the public of Wellington</li> <li>• Enhance the recognition of Wellington as a key and desirable visitor destination</li> <li>• Maximise the city's share of regional consumer spending</li> <li>• Enhance the profile of city businesses, promote strategic alliances and private sector partnerships</li> <li>• Ensure marketing initiatives are focused on increasing the sustainability of Wellington's commercial sector.</li> <li>• Recognise and promote community focused initiatives</li> <li>• Actively facilitate the co-ordination of marketing initiatives appropriate to the objects of the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic and international marketing of Wellington as a visitor destination.</li> <li>• Marketing of Wellington as a conventions and conference destination</li> <li>• Provision of Visitor information services</li> <li>• Retail growth initiatives</li> <li>• Wellington on the internet</li> <li>• Facilitate development of new tourism and event product</li> <li>• Profiling Wellington's strengths in arts, sport and education attractions</li> <li>• Continued development of an ongoing events profile for city</li> <li>• Downtown retail campaign</li> <li>• Facilitate development of the Visiting Friends and Relatives (VFR) market</li> <li>• Research and analysis of the tourism industry.</li> </ul>	<ul style="list-style-type: none"> <li>• International market share (numbers)</li> <li>• Number of international visitors</li> <li>• New Zealand market visitors and visitor nights</li> <li>• Weekend occupancy in partner hotels (capacity aligned)</li> <li>• Downtown weekend visitation</li> <li>• i-Site revenue</li> <li>• Partner funding</li> <li>• Number of partners</li> <li>• Cost effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain market share in US, UK, and Australian markets</li> <li>• Maintain 2007/08 levels</li> <li>• Achieve NZ market numbers and visitor nights to increase by 1% over 2007/08</li> <li>• 1% increase (over 2007/08)</li> <li>• 2% increase (over 2007/08)</li> <li>• Increase revenue by at least 5% (over 2007/08)</li> <li>• Maintain funding within 5% of 2007/08 levels</li> <li>• Number of partners within 5% of 2007/08 levels</li> <li>• Partnership funding at no less than 35%</li> </ul>

**ORGANISATION:** Wellington Museums Trust

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>• Manage and develop the Trust programmes and services and acquire and manage the collections and to operate them for the benefit of the inhabitants of Wellington</li> <li>• Provide advice to the City Council for the development of museum and gallery services in Wellington</li> <li>• Establish exhibition programmes and education policies for the Trust facilities</li> <li>• Develop acquisition, de-accession and Collection development policies for the Trust</li> <li>• Liaise with Positively Wellington Tourism to maximise the attraction of visitors to Wellington.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver high quality experiences, events, exhibitions at City Gallery, Capital E, Museum of Wellington City and Sea, the Colonial Cottage Museum, Wellington Cable Car Museum and the New Zealand Cricket Museum.</li> <li>• Manage conservation and care for the objects of our collections in terms of internationally recognised practice</li> <li>• In terms of creative technology – develop and operate the Soundhouse Studio and broaden the access to its programmes</li> <li>• Offer quality education experiences to children and young people</li> <li>• Undertake exhibitions and events, including the NZ International Arts Festival and performances at Capital E</li> <li>• Promote and protect the heritage of the venues</li> <li>• Develop national and international partnerships with artists and collectors</li> <li>• Undertake research and consider new developments that will enhance the experience at the venues.</li> </ul>	<p><b>Attendance targets:</b></p> <ul style="list-style-type: none"> <li>• City Gallery</li> <li>• Capital E</li> <li>• City and Sea</li> <li>• Plimmers Ark</li> <li>• Colonial Cottage</li> <li>• Cable Car Museum</li> <li>• NZ Cricket Museum</li> <li>• Subsidy per customer (excludes Plimmers Ark, but including rental subsidy)</li> <li>• Average retail income per customer</li> <li>• Number of exhibitions (seasons) held in the main galleries at the City Gallery and Michael Hirschfeld Gallery</li> <li>• Number of people that experience a theatre production at Capital E</li> </ul>	<ul style="list-style-type: none"> <li>• 150,000</li> <li>• 95,000</li> <li>• 90,000</li> <li>• Not available</li> <li>• 2,700</li> <li>• 220,000</li> <li>• 3,000</li> <li>• \$10.67</li> <li>• \$1.16</li> <li>• 3.5 City Gallery and 9 Michael Hirschfeld Gallery</li> <li>• 40,000 people</li> </ul>

**ORGANISATION:** St James Theatre Trust

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>• To preserve the St James Theatre in recognition of its value to the citizens of Wellington as an historic building</li> <li>• To manage, promote, refurbish and administer the St James Theatre as a venue for the live performance of cultural and artistic events</li> <li>• Generally to sponsor, support and promote performing arts, and the preservation of historic buildings in Wellington.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage and develop the Westpac St James Theatre and The Opera House, delivering high quality experiences, events and programmes</li> <li>• Proactively seek to develop new initiatives that link to its role as a key provider of performing arts venues within Wellington</li> <li>• Work with other organisations with a strategic fit to find ways where it can assist them with their aims to our mutual advantage</li> <li>• Promote audience development to include children and young people with the support of promoters and presenters of shows</li> <li>• Further develop and broaden the range of public programmes to meet the expectations of the widest audience</li> <li>• Develop national and international relationships that benefit the venues by partnering with other institutions</li> <li>• Support the marketing initiatives of Positively Wellington Tourism that will enhance the overall visitor experience</li> <li>• Continue to form close links and partnerships with private sector entities who are interested in the performing arts</li> <li>• Work with others in the arts and heritage sector to promote opportunities for joint events</li> <li>• Continue to form links with the wider Wellington community, including the education sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of performances – Westpac St James Theatre and The Opera House</li> <li>• Total number of days utilisation – Westpac St James Theatre and The Opera House</li> <li>• Average utilisation of seats</li> </ul>	<ul style="list-style-type: none"> <li>• Westpac St James Theatre 121; The Opera House 150</li> <li>• Westpac St James Theatre 177; The Opera House 151</li> <li>• 55%</li> </ul>

**ORGANISATION:** Wellington Cable Car Ltd

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>Operate the Cable Car as an efficient, reliable and safe transport service and to work closely with the passenger service contractor to further enhance the Cable Car's attractiveness as a Wellington tourist icon</li> <li>Meet a shareholder objective to retain, on environmental grounds, the trolleybus passenger service in the city and as a result, the need to maintain the trolleybus overhead wiring system to a safe and reliable standard.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the cable cars, track, plant, tunnels, bridges and buildings to the standards required by the Land Transport Safety Authority to ensure passenger safety and to specify and control the contract for the passenger service operation</li> <li>Specify and control the contract for the inspection, maintenance and repair of trolley bus overhead and ensure the system remains in good working order, and to also ensure the safety of the public</li> <li>Continue to maintain the cable car plant and equipment</li> <li>Continue marketing the cable car in its key target customer sectors, thereby enhancing the value of the business through increased patronage and fare income</li> <li>Identify options for enhancing the cable car travel experience.</li> </ul>	<ul style="list-style-type: none"> <li>Cable Car passenger numbers</li> <li>All cable car vehicles, track, tunnels, bridges, buildings and equipment are maintained to required safety standards</li> <li>Percentage of residents who have used the Cable Car in the last 12 months</li> <li>Percentage of residents who rate the standard and operational reliability of the Cable Car as good or very good</li> </ul>	<ul style="list-style-type: none"> <li>998,000</li> <li>Achieve</li> <li>30%</li> <li>90%</li> </ul>

**ORGANISATION:** Wellington Waterfront Limited (Lambton Harbour Management Ltd)

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<p>As implementation manager for the Waterfront development area, ensure:</p> <ul style="list-style-type: none"> <li>The waterfront is locally and internationally recognised for its design</li> <li>The waterfront is readily accessible to all people</li> <li>The waterfront is and is perceived to be safe at all times</li> <li>The waterfront is seen as an attractive place; that draws Wellingtonians and visitors alike</li> <li>The waterfront successfully caters for a wide range of activities</li> <li>Significant heritage buildings are protected on the waterfront</li> <li>Activities on the waterfront are integrated with those on the harbour.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the waterfront development project as directed by the Waterfront Development Subcommittee (WDSC)</li> <li>Advise the WDSC on budgets, phasing and other technical information as required</li> <li>Own and manage the marina which is held by the subsidiary company</li> <li>Manage day to day operations on the waterfront, including cleaning, security and maintenance</li> <li>Negotiate and manage contracts for the design and construction of public space</li> <li>Negotiate and manage contracts and leases for all building development sites and the refurbishment and re-use of existing buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of residents visiting the waterfront</li> <li>Percentage of residents satisfied with the waterfront</li> <li>Project timeliness, number of milestones achieved on time</li> <li>Capital expenditure</li> <li>Commercial proceeds</li> </ul>	<ul style="list-style-type: none"> <li>95%</li> <li>80%</li> <li>75%</li> <li>\$11.792m</li> <li>\$7.15m</li> </ul>

**ORGANISATION:** Capacity (Joint Water Management Company)

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>• Long term management of the water, wastewater and stormwater assets of the shareholding councils and to operate as a successful business, managed on a non-profit basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate as a successful undertaking, managed on a non-profit basis</li> <li>• Long term management of the water, wastewater and stormwater assets</li> <li>• Pursue and promote the development of related opportunities and undertakings with other local authorities and other organisations</li> <li>• Comply with all legislative and regulatory provisions relating to its operation and performance</li> <li>• Establish and maintain appropriate communications with the community about the company's activities</li> <li>• Ensure all contractual obligations of any other clients are met</li> <li>• Maintain an effective business continuity plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with existing resource consents</li> <li>• Consent renewals accepted by regulatory authority prior to expiry</li> <li>• Customer satisfaction</li> <li>• Percentage of requests for service that are resolved within 15 days</li> <li>• Progress against agreed programme of capital works</li> <li>• Actual total operating expenditure versus budget</li> <li>• Actual total capital expenditure versus budget</li> <li>• Achieve saving target for the year.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% compliance</li> <li>• 100%</li> <li>• 90%</li> <li>• 90%</li> <li>• 90% completed on time, 90% completed on budget</li> <li>• Within budget</li> <li>• Within budget</li> <li>• \$780,000 +/-10% of forecast result</li> </ul>

**ORGANISATION:** Wellington Zoo

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>• Manage, administer, plan, develop, maintain, operate and promote the Wellington Zoo as a zoological park for the benefit of the inhabitants of Wellington and as an attraction to visitors of Wellington</li> <li>• Educate the community by building an awareness of plant and animal species in their habitats and the actions required to promote species conservation</li> <li>• Promote species conservation</li> <li>• Support and complement the conservation and education activities undertaken by other organisations</li> <li>• Develop and manage plan and animal species management programmes</li> <li>• Promote and coordinate the raising of funds to assist the management, administration, maintenance, planning, promotion and furthering development of the Wellington Zoo</li> <li>• Acquire additional plant and animal species.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and maintenance of animal exhibits which offer high quality</li> <li>• Provision of engaging learning experiences for visitors</li> <li>• Educational curriculum delivery</li> <li>• Management of resident animals to achieve excellent levels of health and emotional/ psychological well-being</li> <li>• Strategic management of the resident animal collection</li> <li>• Contribution to conservation through advocacy, support for in situ programmes, facilitated research, and sustainable management practices on site</li> <li>• Participation in captive management breeding programmes</li> <li>• Contribution to zoological, conservation and facilities management research projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visitors</li> <li>• Number of school visits (students)</li> <li>• Conservation Programme Managed Species (% of total collection)</li> <li>• Percentage of visitors who are satisfied with the Zoo experience</li> <li>• Average WCC subsidy per visitor</li> <li>• Average retail income per visitor</li> <li>• Average income per visitor (excluding WCC grant)</li> <li>• Ratio of generated Trust income as % of WCC grant.</li> </ul>	<ul style="list-style-type: none"> <li>• 176,980</li> <li>• 14,700</li> <li>• &lt;38%</li> <li>• &gt;90%</li> <li>• \$15.19</li> <li>• \$9.00</li> <li>• \$10.42</li> <li>• 69%</li> </ul>

**ORGANISATION:** Basin Reserve Trust

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>• Manage and operate the Basin Reserve</li> </ul>	<ul style="list-style-type: none"> <li>• To contribute to the Wellington City Council's vision of Creative Wellington – Innovative Capital by continuing to attract national and international sporting events to Wellington.</li> <li>• To manage, administer, plan, develop, maintain, promote and operate the Basin Reserve for recreation and leisure activities and for the playing of cricket for the benefit of the inhabitants of Wellington</li> <li>• To establish a long term policy for the further development of the value of the Basin Reserve as a recreational facility and as a facility for the playing of cricket, other sports and as a venue for other community based activities</li> <li>• To operate as a successful undertaking, managed on a not-for-profit basis</li> <li>• To preserve and enhance the significant and recognised heritage value of the Basin Reserve.</li> </ul>	<b>Number of events</b>	
		<ul style="list-style-type: none"> <li>• Cricket</li> <li>• Other sports</li> <li>• Community</li> <li>• Other (cultural etc)</li> </ul>	<ul style="list-style-type: none"> <li>• 11</li> <li>• 10</li> <li>• 4</li> <li>• 2</li> </ul>
		<b>Number of event days</b>	
		<ul style="list-style-type: none"> <li>• Cricket</li> <li>• Other sports</li> <li>• Other (cultural etc)</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• 32</li> <li>• 10</li> <li>• 2</li> <li>• 4</li> </ul>

**ORGANISATION:** Wellington Regional Stadium Trust (The Court of Appeal has clarified that the Stadium Trust is not a CCO, but due to its materiality to the Council, we monitor its performance on the same basis as CCOs).

WHY IT EXISTS	WHAT IT DOES	PERFORMANCE MEASURES	TARGET 2008/09
<ul style="list-style-type: none"> <li>• Own, operate and maintain the Stadium as a high quality multi-purpose sporting and cultural venue</li> <li>• Provide high quality facilities to be used by rugby, cricket and other sports codes, musical, cultural and other users including sponsors, event and fixture organisers and promoters, so as to attract to the Stadium high quality and popular events for the benefit of the public of the region</li> <li>• Administer the Trust assets and the Stadium on a prudent commercial basis so that it is successful, financially autonomous community asset.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate the Stadium as a high quality multi-purpose sporting and cultural venue</li> <li>• Increase the event programme by adding regular quality events</li> <li>• Ensure the Stadium is provided to the community for appropriate usage.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of events</li> <li>• Total revenue</li> <li>• Event revenue</li> <li>• Net surplus (deficit)</li> </ul>	<ul style="list-style-type: none"> <li>• 37 (including unconfirmed events)</li> <li>• \$12.69 million</li> <li>• \$4.08 million</li> <li>• \$1.08 million</li> </ul>