

# 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.

## 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 (Chair), 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 promotes 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 products, 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%
Downtown weekend visitation (spend)	Maintain within 10% of 2008/09 levels	Downtown visitor spend declined by 0.17%
i-Site revenue	Maintain revenue at 2008/09 levels	1.9% increase
Partner funding	Maintain funding within 5% of 2009/09 levels	0.5% decrease
Number of partners	Number of partners within 5% of 2008/09 levels	16% increase
Cost effectiveness	Partnership funding at no less than 30% of WCC funding	Partnership funding was 29% of WCC baseline funding.
Visits to www.WellingtonNZ.com	40% increase over 2008/09	27% increase
Online revenue	Generate \$600,000 of bookings through the site	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 bookable online.

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 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 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 (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
Number of exhibitions (seasons) held by Trust institutions	A minimum of 10 new temporary exhibitions presented and a minimum of 3 segmental changes achieved	- 30 temporary exhibitions were delivered. - Four segmental changes were made (Museum of Wellington City and Sea)
Percentage of visitors to all trust institutions who are satisfied with the experience.	90% of visitors rate their experience as good or very good	Museum of Wellington City and Sea: 91%, City Gallery Wellington: 91%, Cable Car Museum: 89%, Colonial Cottage: 85%, Capital E: 89%, NZ Cricket Museum: 80%.
Number of visitors to events programmes	At least 30,000 visitors attend events	47,991 visitors attended events

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

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

See also Community Arts and Cultural Support in the Cultural Well-being 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% 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 and advisor 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%. Oversee design development and apply for resource consent for development of sites 8 & 9, Kumutoto (100% achieved) Project manage wharewaka construction (100% achieved) Oversee design development and completion of further public space at Taranaki Street Wharf in conjunction with wharewaka (100% achieved) Develop concepts and oversee design development for the redevelopment of Queens Wharf (75% achieved) Complete phase 1 of the wharf refurbishment programme (100% achieved).
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.

## Capacity Infrastructure Services Limited



### 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 wastewater 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 customers' 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
Compliance with existing resource consents	100%	Achieved 100%
Consent renewals accepted by regulatory authority prior to expiry	100%	Achieved 100%
Percentage of requests for service that are resolved within 15 days.	90%	Achieved 100%
Customer Satisfaction	85%	Achieved: 93% (water) 100% (wastewater) 88% (stormwater)
Progress against agreed programme of capital works	90% completed on time 90% completed within budget	90% completed on time and 100% completed on budget
Actual total operating expenditure versus budget	Within budget	Achieved
Actual total capital expenditure vs. budget	Within budget	Achieved
Achieve savings target for the year	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.

## 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 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 2009/10	ACTUAL 2009/10
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.

## Basin Reserve Trust



### 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

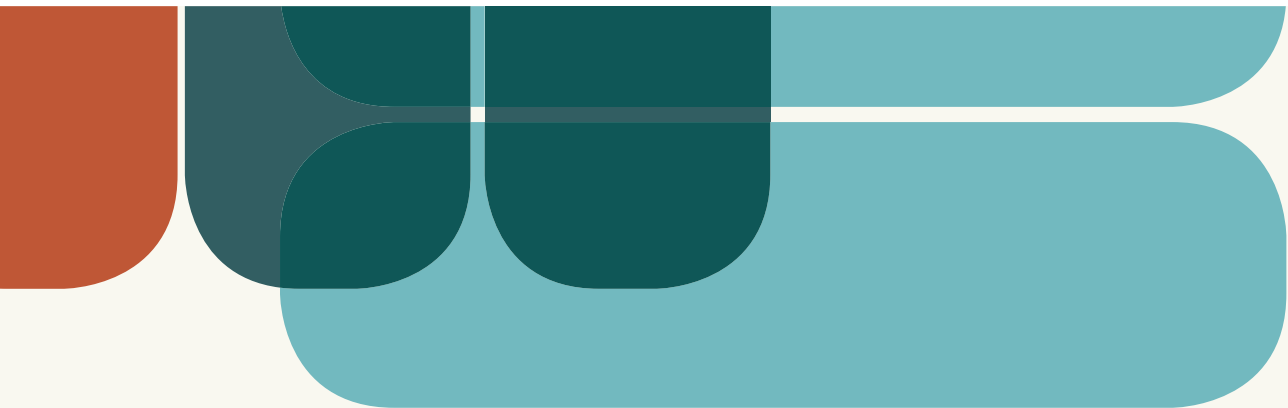
The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.

### 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 2009/10	ACTUAL 2009/10
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 were 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 2009/10	ACTUAL 2009/10
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.