

Council Controlled Organisations

Council Controlled Organisations and Council Organisations provide opportunities for councils to provide services and activities. A Council Controlled Organisation is a company or organisation in which a council, or councils, hold 50% or more of the voting rights or can appoint 50% or more of the trustees, directors or managers.

All figures are GST exclusive unless otherwise stated.

Council Controlled Organisations

A Council Controlled Trading Organisation is similar, but its main focus is making a profit. A Council Organisation is the same as a Council Controlled Organisation, but does not require 50% or more control.

Each Council Controlled Organisation prepares a Statement of Intent which sets out, for the benefit of its shareholders, its mission and objectives for each financial year.

The following Council Controlled Organisations are included in this section.

- Invercargill City Holdings Limited
- Southland Museum and Art Gallery Trust
- Invercargill Venue and Events Management Limited
- Bluff Maritime Museum Trust
- Invercargill City Charitable Trust

Invercargill City Holdings Limited

The following table details the extent of ownership and the main services provided by Invercargill City Holdings Limited and its subsidiaries.

Organisation	Ownership	Nature and Scope of Activities
Invercargill City Holdings Limited	100%	Input into the Statements of Intent of subsidiaries. Performance monitoring. Provide reasonable returns to its shareholder (Invercargill City Council).
Subsidiaries of Invercargill City Holdings Limited		
Invercargill City Forests Limited	100%	Operate a successful forestry business undertaking forestry planting, silviculture and harvesting.
Electricity Invercargill Limited	100%	Operate a successful electricity distribution network and metering service in the Invercargill and Bluff areas. Invest in the infrastructure, electrical and energy sectors.
Invercargill Airport Limited	97.19%	Provision of airport services at the Invercargill Airport.
Invercargill City Property Limited	100%	Manage the sales and development of the Awarua Industrial Estate and other properties.

The following rates of return on equity funds are forecast:

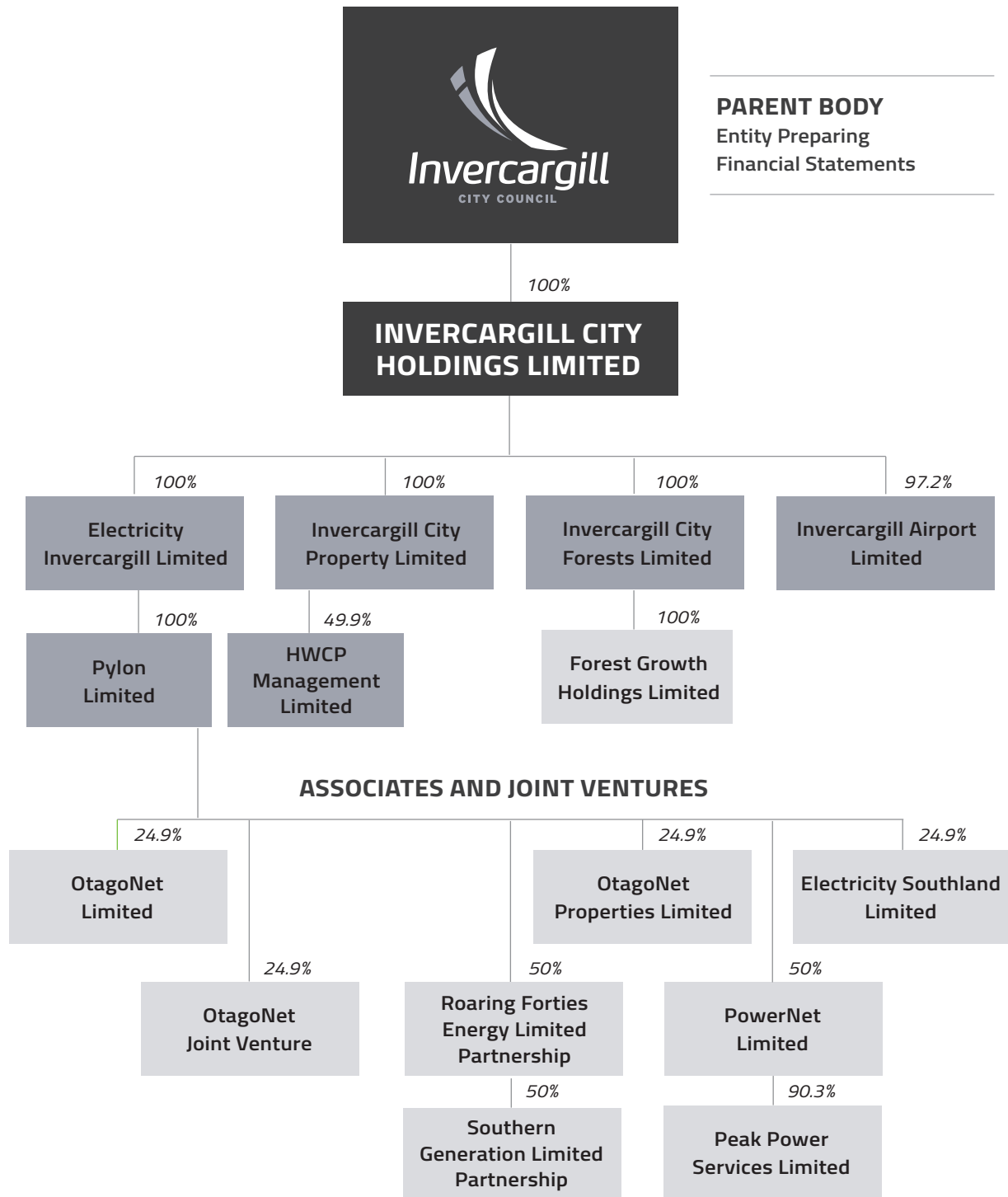
Organisation	% Before Tax 2018/19	% After Tax 2018/19
Invercargill City Holdings Limited	10.07	7.25
	% Before Tax 2019/20	
	10.70	7.71
	% Before Tax 2020/21	
	10.09	7.27
	Baseline 2016/17	
% Before Tax 2016/17		
13.04	9.92	

Council does not intend to change the ownership or control of Invercargill City Holdings Limited or its subsidiaries.

Certain shares the Council holds in ICHL are "unpaid". This means that the issue price for the shares has not yet been paid. This issue price will become payable

by the Council only when 'called' by ICHL, under procedures set out in the company's constitution. This unpaid shareholding is often described as "uncalled capital", because it allows ICHL to support investments of its subsidiary companies. Council's contingent liability for these uncalled shares is \$100,000,000.

Group Structure for Invercargill City Holdings Ltd



Southland Museum & Art Gallery

The Southland Museum and Art Gallery Trust’s mission is to preserve and tell the story of Southland – the experience of people and places over time – and inspire Southlanders to explore and understand the world around them.

The Southland Museum and Art Gallery Trust contributes towards the achievement of Invercargill’s Community Outcomes.

Enhance our City	Preserve its Character	Embrace Innovation and Change
We will know success when:	We will know success when:	We will know success when:
New residents feel welcomed and embraced by Invercargill culture.	Invercargill is celebrated for preserving its heritage character.	Invercargill’s culture is embraced through Community projects.
Healthy and active residents utilise space, including green space, throughout the City.	Our natural and existing points of difference are celebrated.	Technology is utilised in both existing and new City services.
Invercargill’s business areas are bustling with people, activities and culture.	Strong, collaborative leadership of the City is demonstrated.	Residents of, as well as visitors to, Invercargill give positive feedback and have great experiences. Invercargill has the ‘wow factor’ with the right facilities and events to enjoy.

With the current Southland Museum and Art Gallery building being closed the Southland Museum and Art Gallery Trust are currently developing a revised Statement of Intent. This will be available on Council’s website www.icc.govt.nz when received.

The Trust receives an annual grant from the Southland Regional Heritage Committee and the Invercargill City Council.

Invercargill Venue & Events Management Limited

Invercargill Venue and Events Management Limited's purpose is to operate and market the Civic Theatre, Scottish Hall and Rugby Park and to promote the most

appropriate venue for events. The nature and scope of activities intended to be provided are those of a venue management, operations and promotions company.

Community Outcome	Intermediate Outcomes	Measure of Service
Embrace innovation and change.	Invercargill has the 'wow factor' with the right facilities and events to enjoy.	Increase in bookings for the Civic Theatre complex.

Performance Targets

Measure	Baseline 2016/17	Target Levels of Performance 2018/19	Target Levels of Performance 2019/20	Target Levels of Performance 2020/21
Increasing public awareness and use of the Civic Theatre complex and its range of facilities.	30 major shows	Book at least twelve major shows (nationally or internationally significant) per year for the Civic Theatre complex.	Book at least twelve major shows (nationally or internationally significant) per year for the Civic Theatre complex.	Book at least twelve major shows (nationally or internationally significant) per year for the Civic Theatre complex.
	28 local bookings	Increase bookings of the Civic Theatre complex by local groups and performers.	Increase bookings of the Civic Theatre complex by local groups and performers.	Increase bookings of the Civic Theatre complex by local groups and performers.
	104 bookings	Increase bookings of the Civic Theatres' meeting spaces.	Increase bookings of the Civic Theatres' meeting spaces.	Increase bookings of the Civic Theatres' meeting spaces.
Expanding the use and awareness of the Scottish Hall as a venue for meetings and a range of social and cultural experiences.	28 bookings 18% occupancy rate	Increase the bookings and use of the Scottish Hall.	Increase the bookings and use of the Scottish Hall.	Increase the bookings and use of the Scottish Hall.
Expanding the use and awareness of Rugby Park as a venue for meetings and a range of social, cultural & sporting experiences.	28 bookings 10% occupancy rate	Increase the bookings and use of Rugby Park.	Increase the bookings and use of Rugby Park.	Increase the bookings and use of Rugby Park.

Bluff Maritime Museum Trust

The Bluff Maritime Museum Trust’s vision is to make the Bluff Maritime Museum a must-see attraction for residents and visitors.

The Bluff Maritime Museum Trust contributes towards the achievement of Invercargill City’s Community Outcomes.

Community Outcome	Intermediate Outcomes	Measure of Service
Preserve its Character	Invercargill is celebrated for preserving its heritage character.	Provision of a facility that enables the collections, which focus on the Bluff and Foveaux Strait area, to be stored, maintained and exhibited in conditions that ensure their long term preservation; while providing a quality visitor experience.
Enhance our City	New residents feel welcomed and embraced by Invercargill culture.	Provision of a facility that inspires and informs visitors of the Bluff and Foveaux Strait area’s heritage and culture.

Goal	Target Levels of Performance 2018/19	Target Levels of Performance 2019/20	Target Levels of Performance 2020/21
Maintain strong community relationships over issues relating to the collections.	The museum is open for a minimum of six and a half hours each day during the summer months and five and a half hours Monday to Friday during the winter months.	The museum is open for a minimum of six and a half hours each day during the summer months and five and a half hours Monday to Friday during the winter months.	The museum is open for a minimum of six and a half hours each day during the summer months and five and a half hours Monday to Friday during the winter months.

The Trust receives an annual grant from the Southland Regional Heritage Committee, Environment Southland, the Invercargill City Council, and the Bluff Community Board.

Invercargill City Charitable Trust

The Invercargill City Charitable Trust (ICCT) was established to promote charitable purposes. The objective for the Invercargill District of particular focus is the provision of public amenities for the general benefit of the people of the Invercargill City. This includes development of athletic sports, wholesome recreation and amenities.

The ICCT promotes and operates the annual Southland Buskers Festival run in February each year.

In July 2016 the ICCT was gifted the Rugby Park facility by the Southland Outdoor Stadium Trust. ICCT paid a \$400,000 grant to enable the Southland Outdoor Stadium Trust to discharge its mortgage with the Community Trust of Southland. ICCT is now tasked with maintaining the capital asset, the Rugby Park facilities, to the required standard for the various events held there. The operation of Rugby Park has been contracted to Invercargill Venue and Events Management Ltd.

Community Outcome	Intermediate Outcomes	Measure of Service
Embrace Innovation and Change	Invercargill has the 'wow factor' with the right facilities and events to enjoy.	Increase in booking and attendances at Rugby Park.
Enhance our City	Invercargill's business areas are bustling with people, activities and culture.	Increase in attendance of the Southland Buskers' Festival.