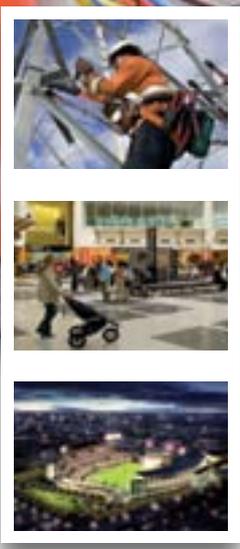


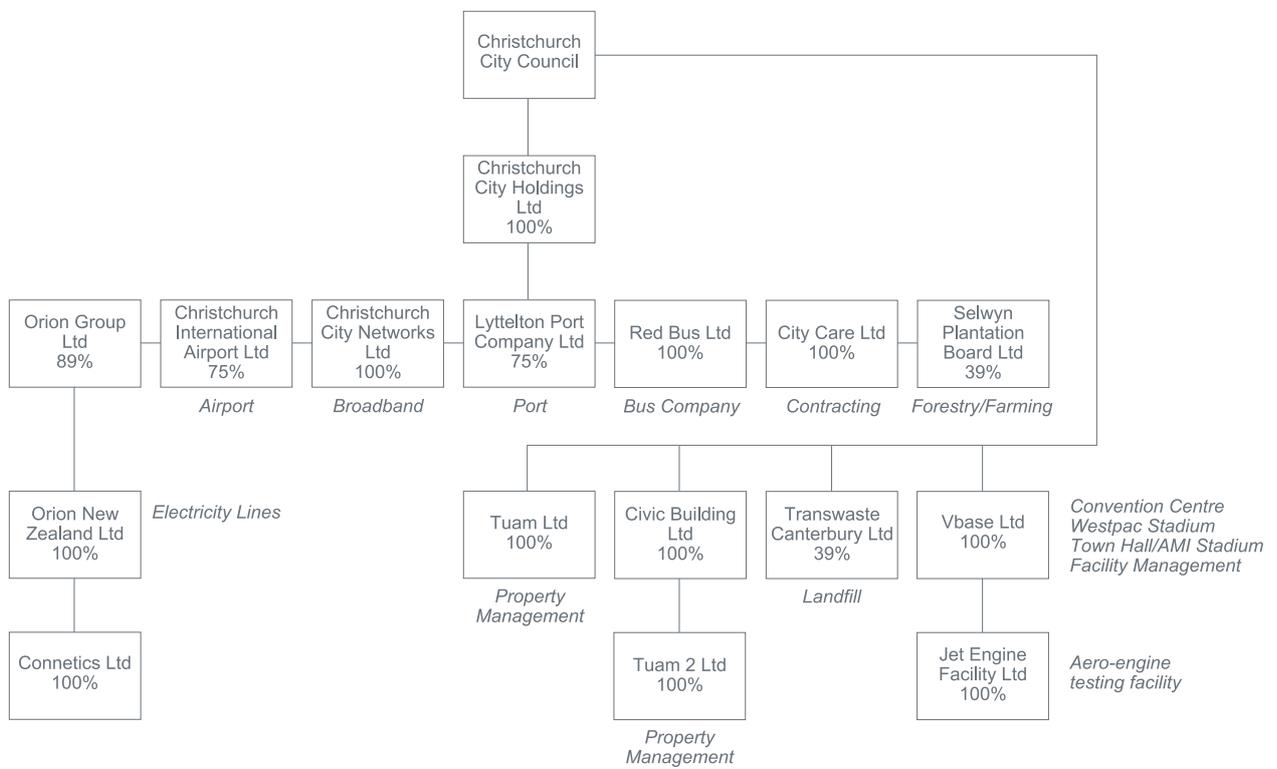
6

Consolidating and associated organisations





Christchurch City Council Group Structure





Summary financial table

	Income	Net Result (After Tax and Minority Interest)	
	2008 \$'000	2008 \$'000	2007 \$'000
Christchurch City Holdings Ltd (parent)	68,091	51,501	47,015
Christchurch City Networks Ltd	674	(275)	(319)
Christchurch International Airport Ltd	89,433	23,359	24,003
City Care Ltd	115,228	2,772	2,124
Lyttelton Port Company Ltd	83,442	10,345	9,641
Orion Group Ltd	212,814	65,503	60,601
Red Bus Ltd	33,482	2,694	1,935
Vbase Ltd	18,085	(335)	n/a
Tuam Ltd	3,331	1,745	(451)
Civic Building Ltd	6	(664)	-
Transwaste Canterbury Ltd	27,416	4,134	3,255
Selwyn Plantation Board Ltd	15,966	(5,433)	2,309
Riccarton Bush Trust	423	11	21

For more detail please refer to the individual company reports.

Individual organisation descriptions



6

Christchurch City Holdings Ltd

Christchurch City Holdings Ltd (CCHL) is the wholly owned investment arm of Council, holding shares in various trading companies and monitoring other trading companies and their subsidiaries on Council's behalf.

Subsidiary companies

- Orion Group Ltd
- Christchurch International Airport Ltd
- Lyttelton Port Company Ltd
- Christchurch City Networks Ltd
- Red Bus Ltd
- City Care Ltd

Associate Companies

- Selwyn Plantation Board Ltd

Nature and scope of activities

CCHL manages the Council's portfolio of shares in key regional infrastructural trading companies. Its activities include:

- Advising the Council on strategic issues relating to its investments;
- Monitoring the governance and performance procedures of its subsidiary companies and other council-controlled trading organisations owned by the Council; and
- Encouraging subsidiary companies to increase shareholder value through growth and investment.

Policies and objectives relating to ownership and control

This company was established to group the Council's interest in its trading activities under one umbrella, and to provide an interface between the Council and the commercial activities of its council-controlled trading organisations.

Key performance targets

	Actual	Target
Pay ordinary dividends to the Council totalling \$31.5 million for the 2007/08 fiscal year. (i)	\$32.6 million	\$31.5 million
Retain at least an "AA" credit rating from the international credit rating agency Standard and Poor's.	Achieved	"AA"

(i) Dividends received were \$1.4 million lower than planned, due to the tax loss offset credit provided to Council by CCHL.

Financial summary - Parent

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual \$'000	Actual \$'000
Operating revenue	68,091	64,178
Operating and other expenses	16,613	17,175
Operating profit before tax	51,478	47,003
Tax expense (benefit)	(23)	(12)
Net profit for the year	51,501	47,015



Individual organisation descriptions



Christchurch City Networks Ltd

This company was established in January 2007, with funding from both the Ministry of Economic Development and CCHL for a three year period. In this financial year the company has constructed over 60km of ducted fibre technology covering much of the CBD and many other business areas in the City. This is planned to increase to 120km by early 2009, providing coverage of up to 75% of businesses and a large number of community sites.

This company is a council controlled trading enterprise, 100% owned by Christchurch City Holdings Ltd.

Nature and scope of activities

Christchurch City Networks was established to make investment in fibre optic networks and ducting in Christchurch.

Policies and objectives relating to ownership and control

The Council, through CCHL, is the sole shareholder of this company. The company will:

- (a) make an investment in telecommunications infrastructure through an open access urban fibre network in metropolitan Christchurch,
- (b) encourage and support the development of policy and design standards for making telecommunications ducting mandatory for new building and subdivision consents granted by the Council,
- (c) sponsor the aggregation of demand for telecommunications infrastructure in sectors where a collective approach can bring substantial benefits to consumers, and
- (d) actively encourage private investment in telecommunications infrastructure in Christchurch.

Key performance targets

	Actual	Target
Performance targets are being developed.	n/a	n/a

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual \$'000	Actual \$'000
Operating revenue	674	-
Operating and other expenses	949	476
Operating deficit before tax	(275)	(476)
Tax expense (benefit)	-	(157)
Net deficit for the year	(275)	(319)

Individual organisation descriptions



6

Christchurch International Airport Ltd

Christchurch International Airport hosts just under 5.5 million passengers a year, arriving or departing on over 82,000 aircraft. Ten airlines arrive from ten international and 16 domestic airports, meaning a wide range of direct services are available to the city's travellers. The company is embarking on a major project to build a combined domestic and international terminal. Work is scheduled for completion in 2012.

The company is jointly owned by Christchurch City Holdings Ltd (75%) and the New Zealand Government (25%). The primary activity of the company is to own and operate Christchurch International Airport efficiently and on sound business principles for the benefit of both commercial and non-commercial aviation users and in accordance with the terms of the aerodrome licence which defines standards and conditions laid down by the Ministry of Transport.

Nature and scope of activities

Christchurch International Airport Ltd operates the airport for the benefit of commercial and non-commercial aviation users, and in accordance with its aerodrome licence.

The company arranges for the design, provision and maintenance of runways, taxiways, turnouts and aprons in co-operation with the Airways Corporation of New Zealand and other airport users. It also seeks to earn revenue by providing services and facilities meeting the needs of air travellers.

In addition to its primary business of serving the aviation industry and its customers, the company will actively market Christchurch, Canterbury and the South Island as a major destination for overseas visitors.

Policies and objectives relating to ownership and control

Christchurch International Airport Ltd is considered a regional strategic asset, and as such the Council wants it to be operated in a commercial manner, but also in a way that benefits the region as a whole.

Through a Statement of Intent, the Council establishes broad parameters reflecting the public nature of this company without inhibiting proper commercial management. To continue to do this the Council has a policy of maintaining a controlling interest in this company.

Key performance targets

	Actual	Target
Pay ordinary dividends to the Council totalling \$9.9 million for the 2007/08 fiscal year.	\$11 million	\$9.9 million
Handle 4.4 million domestic passengers in the 2007/08 year.	4.28 million	3.97 million
Handle 1.7 million international passengers in the 2007/08 year.	1.63 million	1.59 million

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual	Actual
	\$'000	\$'000
Operating revenue	89,433	83,702
Operating and other expenses	56,532	52,741
Operating profit before tax	32,901	30,961
Tax expense (benefit)	9,542	6,958
Net profit for the year	23,359	24,003



■ consolidating and associated organisations

Individual organisation descriptions



City Care Ltd

City Care won three significant contracts with Wellington City Council, Western Bay of Plenty District Council and Timaru District Council this year and successfully rolled or extended strategic contracts with four other councils. The company won the InfraTrain New Zealand Industry Best Practice Award for Environmental Sustainability for the Addington Cluster project, a joint venture between City Care and Christchurch City Council.

City Care Ltd is a council controlled trading organisation, 100% owned by Christchurch City Council through Christchurch City Holdings Ltd.

Nature and scope of activities

City Care Ltd is in the business of management, construction and maintenance of New Zealand's infrastructure and amenity assets. The company operates in four key market segments – parks, underground services, roading and facilities management.

City Care Ltd operates a profitable, sustainable and innovative business. It maintains a strong market presence in all areas of construction and maintenance of the infrastructure and amenity assets owned by its shareholder, the Council.

City Care ensures that there is capacity in the market to meet the Council's emergency obligations. It is therefore an important contractor to the Council.

Policies and objectives relating to ownership and control

The Council, through CCHL, is the sole shareholder of this company. It has no current plans to sell down or relinquish control of this company. The company has an important role in the city as a quality contractor. Through the negotiation of an annual Statement of Intent, the Council establishes broad parameters for this company without inhibiting proper commercial management.

Key performance targets

	Actual	Target
Achieve a net operating profit after taxation of \$2.3 million for the 2007/08 fiscal year.	\$3.3 million	\$2.3 million
Provide a quality service as attested by maintaining accreditation to quality standards:		
ISO 9000 Quality Management	Maintained	Maintained
ISO 14001 Environmental Management	Maintained	Maintained

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual	Actual
	\$'000	\$'000
Operating revenue	115,228	101,756
Operating and other expenses	110,875	98,570
Operating profit before tax	4,353	3,186
Tax expense (benefit)	1,581	1,062
Profit for the year	2,772	2,124



Lyttelton Port Company Ltd

Lyttelton Port is the gateway to the South Island of New Zealand and a world class supplier of port services. The company maintained its exceptional growth with total container volumes through the port up by 9.8% on last year.

The coal facility is the largest in New Zealand. Coal is received from the West Coast, aggregated in the coal yard then loaded onto vessels by port staff. Record average annual coal load-out rates of 25,775 tonnes per day were achieved, with the prospect of further volume increases. LPC completed port noise management and mitigation plans this year following the successful settlement of a mediated port noise agreement last year and will acoustically insulate houses identified as suffering excessively from noise caused by the port operations.

This company was established under the Port Companies Act 1988 operating the Port of Lyttelton. Through Christchurch City Holdings Ltd, the Christchurch City Council has a 75.2% shareholding in this company.

Nature and scope of activities

This company provides the land, facilities, plant and labour for receiving, delivering, stockpiling, stacking and shipping a wide range of products at the port in Lyttelton Harbour. Its activities also include providing facilities associated with the repair and servicing of vessels.

Policies and objectives relating to ownership and control

Lyttelton Port Company is considered a regional strategic asset and as such the Council wants it to be operated in commercial manner, but also in a way that benefits the region as a whole.

Through a Statement of Intent, the Council establishes broad parameters reflecting the public nature of this company without inhibiting proper commercial management. To continue to do this the Council has a policy of maintaining a controlling interest in this company.

Key performance targets

	Actual	Target
Containers (TEUs)	250,657	180,000
Fuel - import (tonnes)	1,104,692	1,100,000
Coal - export (tonnes)	2,246,342	2,400,000
Cars - import (units)	39,691	50,000

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual	Actual
	\$'000	\$'000
Operating revenue	83,442	76,374
Operating and other expenses	67,940	63,102
Operating profit before tax	15,502	13,272
Tax expense (benefit)	5,157	3,631
Net profit for the year	10,345	9,641



Individual organisation descriptions



Orion Group Ltd

Orion New Zealand Ltd owns and operates the electricity distribution network in central Canterbury between the Waimakariri and Rakaia Rivers, and as far inland as Arthur's Pass. The company delivers electricity to more than 186,000 homes and businesses. Electricity retailers pay Orion for this network delivery service and in turn oncharge for it.

Orion Group Ltd is an energy network management company in which the Christchurch City Council has an 89.3% shareholding through Christchurch City Holdings Ltd.

Subsidiary companies

- Connetics Ltd
- Orion New Zealand Ltd

Associate companies

- 4RF Communications Ltd

Nature and scope of activities

Orion plans, constructs and maintains a reliable and secure electricity distribution network in the Christchurch and Central Canterbury region. The network's capacity is matched as closely as possible to actual and forecast market demand for electricity.

Orion's network consists of approximately: 175,000 connections, 12,000 km of lines and cables, and 9,500 distribution substations and pole-mounted transformers.

Policies and objectives relating to ownership and control

As Orion is considered a regional strategic asset, the Council wants it to be operated in commercial manner, but also in a way that benefits the region as a whole.

Through a Statement of Intent, the Council establishes broad parameters reflecting the public nature of Orion Group without inhibiting proper commercial management. To continue to do this the Council has a policy of maintaining a controlling interest in this company.

Key performance targets

	Actual	Target
Duration of supply interruptions in minutes per year per connected customer (SAIDI) (i)	54	<68
Number of supply interruptions per year per connected customer (SAIFI)	0.7	<0.9

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Group Actual \$'000	Group Actual \$'000
Operating revenue	212,814	198,295
Operating and other expenses	138,862	127,824
Operating profit before non-recurring items and tax	73,952	70,471
Non-recurring capital gain / (loss) on sale of business	-	11,454
Operating profit before tax	73,952	81,925
Tax expense (benefit)	8,449	21,324
Net profit for the year	65,503	60,601

Individual organisation descriptions



6



Red Bus Ltd

Red Bus achieved strong passenger growth of 5.9% across the urban network, 4.6% ahead of last year's result. The company has continued its capital investment in future capacity and service delivery, with \$2.8 million invested in eight low-emission urban buses and new maintenance equipment.

This company is a council controlled trading enterprise, 100% owned by Christchurch City Holdings Ltd. It provides public passenger transport, freighting and ancillary services to domestic and commercial users, including the tourist market.

Nature and scope of activities

Red Bus Ltd provides scheduled urban public passenger transport services in Christchurch. It also operates bus charter and leasing services.

Policies and objectives relating to ownership and control

The Council, through CCHL, is the sole shareholder of this company. It has no plans to sell down or relinquish control of this company. The company has an important role in the city as a provider of quality bus services. Through the negotiation of an annual Statement of Intent, the Council establishes broad parameters for this company without inhibiting proper commercial management.

Key performance targets

	Actual	Target
Provide economic contributions to the community through taxes paid, dividends and payments to suppliers and employees.	Achieved	Achieved
Operate over 50% of the current fleet with engines complying to Euro-2 emissions standards or better.	Achieved	Achieved

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual	Actual
	\$'000	\$'000
Operating revenue	33,482	31,532
Operating and other expenses	29,423	28,890
Operating profit before tax	4,059	2,642
Tax expense (benefit)	1,365	707
Net profit for the year	2,694	1,935



Individual organisation descriptions



Vbase Ltd

Vbase Ltd is 100% owned by Christchurch City Council. On 30 April 2008 Christchurch City Facilities Ltd of which at that time Vbase Ltd was a subsidiary and Vbase No. 2 Ltd, a wholly owned subsidiary of the Council were amalgamated into Vbase Ltd. All three companies were part of the Vbase group, with the same directors and management. The amalgamation reflected the group's operations and was made both because of that and because of the resulting efficiencies.

Subsidiary company

Jet Engine Facility Ltd

Nature and scope of activities

Vbase is a property holding and operating company for certain specialist properties or companies that the Council owns. Its responsibilities include:

- The Westpac Trust Centre
- The Christchurch Town Hall
- The Christchurch Convention Centre
- AMI Stadium, which is managed under contract to the Victory Park Board
- Overseeing the contracted management of the above facilities
- Jet Engine Facility Ltd

Policies and objectives relating to ownership and control

The Christchurch Convention Centre, the Christchurch Town Hall, the Westpac Trust Centre and AMI Stadium are all managed by Vbase Ltd. These facilities are important to the region in terms of economic development, culture and sport. The Council wants them to be managed on a commercial and co-ordinated basis, and to build profitability while maintaining affordable community access.

Vbase may also undertake other property-related projects that have a commercial focus and/or a regional development impact (e.g. Jet Engine Facility Ltd).

Through a Statement of Intent, the Council establishes broad parameters reflecting the public nature of Vbase, without inhibiting its proper commercial management. To continue to do this the Council has a policy of maintaining a controlling interest in this company.

Key performance targets

	Actual	Target
Performance targets are being developed.	n/a	n/a

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual	Actual
	\$'000	\$'000
Operating revenue	18,085	n/a
Operating and other expenses	18,568	n/a
Operating profit (deficit) before tax	(483)	n/a
Tax expense (benefit)	148	n/a
Net profit (deficit) for the year	(335)	n/a

Individual organisation descriptions



Tuam Ltd

This company is a council-controlled trading enterprise, 100% owned by Christchurch City Council. On 30 June 2006 the company purchased the existing Civic offices and associated property from the Council. Tuam Ltd leases the Civic offices to the Council.

Nature and scope of activities

This company owns and manages the existing Civic building and related Tuam Street properties, and leases them to Council.

Policies and objectives relating to ownership and control

This company owns former Council property and manages it on a commercial and co-ordinated basis. Through a Statement of Intent, the Council established broad parameters reflecting the public nature of this company without inhibiting commercial management. To continue to do this the Council maintains a controlling interest in this company.

Key performance targets

	Actual	Target
To scope the future use options for the Tuam Street property owned by the company to the best commercial advantage.	Target on hold in consultation with CCHL	
To ensure future use options for the Tuam Street property take into account the objectives of the Christchurch City Council's "Central City South" master plan.	Target on hold in consultation with CCHL	

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual \$'000	Actual \$'000
Operating revenue	3,331	1,229
Operating and other expenses	1,494	1,772
Operating profit (deficit) before tax	1,837	(543)
Tax expense (benefit)	92	(92)
Net profit (deficit) for the year	1,745	(451)



■ consolidating and associated organisations

Individual organisation descriptions



Civic Building Ltd

This company is a council-controlled trading enterprise, 100% owned by Christchurch City Council. The company was incorporated on 12 October 2007 and, in conjunction with its wholly owned subsidiary Tuam 2 Ltd, manages the Council's 50% interest in the joint venture with Ngāi Tahu Property Ltd which is charged with expanding and refurbishing the existing building on Worcester Street that will become the new Civic offices.

Nature and scope of activities

Civic Building Ltd is the entity that will borrow sufficient finance from the Council to enable Tuam 2 Ltd to carry out that function. Tuam 2 Ltd is the company which owns the Council's 50% interest in the joint venture agreement. The project is expected to be completed in time for the Council to occupy the premises in October 2010.

Subsidiary company

Tuam 2 Ltd

Policies and objectives relating to ownership and control

Through a Statement of Intent, the Council established broad parameters around the design and refurbishment milestones, and management of the financial targets.

Key performance targets

	Actual	Target
Performance targets are being developed.	n/a	n/a

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual \$'000	Actual \$'000
Operating revenue	6	-
Operating and other expenses	824	-
Operating profit (deficit) before tax	(818)	-
Tax expense (benefit)	(154)	-
Net profit (deficit) for the year	(664)	-

Individual organisation descriptions



6



Transwaste Canterbury Ltd

Transwaste Canterbury Ltd was incorporated on 31 March 1999 with the principal purposes of selecting, consenting, developing, owning and operating a non-hazardous regional landfill in Canterbury. The landfill was opened on 8 June 2005. The company is a joint venture between local authorities in the region and two private companies. The Council's share of the ownership of the company is 38.9%.

Nature and scope of activities

Transwaste is responsible for developing and operating a non-hazardous regional landfill, to at least the standard determined by regulatory authorities.

The company enters into contractual arrangements to ensure provision of a haulage fleet for hauling solid waste. This must be done economically and efficiently, and in compliance with relevant consents.

Transwaste will, in due course, invest in alternatives to landfilling for solid waste disposal, should these alternatives be more environmentally sustainable and cost effective.

Policies and objectives relating to ownership and control

It is critical that waste management achieves not only commercial requirements, but also wider social and economic objectives. Therefore the Council has a policy of maintaining a controlling interest in partnership with other local authorities in this trading activity.

Key performance targets

	Actual	Target
Operate the landfill with no breach of its Resource Management Act consents.	Achieved	Achieved

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual	Actual
	\$'000	\$'000
Operating revenue	27,416	24,731
Operating and other expenses	21,207	20,067
Operating profit before tax	6,209	4,664
Tax expense (benefit)	2,075	1,409
Net profit for the year	4,134	3,255



■ consolidating and associated organisations

Individual organisation descriptions



Selwyn Plantation Board Ltd

Selwyn Plantation Board Ltd harvested all of the plains forests by 31 December 2007, with 255,000 tonnes of logs sold during the period. This was in addition to the continued growth and development of farming operations as converted land became available.

This company is engaged in forestry and farming activities, and is jointly owned by Selwyn District Council (61.7%) and Christchurch City Holdings Ltd (39.3%). Land area is 14,058 ha. Effective from 1 May 2008 the company contracted out its forestry operations to PF Olsen Ltd, enabling it to benefit from Olsen's economies of scale.

Nature and scope of activities

The core business of the company is (a) to manage its forests and lands on a commercial basis using environmentally and commercially sustainable methods, and (b) to convert plains and forests to higher value alternate uses.

Policies and objectives relating to ownership and control

The Council, through CCHL, has a minority interest in this company and holds it for investment purposes. It does not regard it as a strategic asset.

Key performance targets

	Actual	Target
Harvesting (tonnes)	254,685	237,500
Thinning (hectares)	293	185

Financial summary

Statement of Financial Performance for the 15 months ended 30 June 2008	2008	2007
Prior period are 12 months only	Actual	Actual
	\$'000	\$'000
Operating revenue	15,966	15,531
Operating and other expenses	18,606	12,747
Operating profit (deficit) before tax	(2,640)	2,784
Land and buildings decrement	3,964	423
Tax expense (benefit)	(1,171)	54
Net profit (deficit) for the year	(5,433)	2,307

Individual organisation descriptions



Riccarton Bush Trust

Riccarton Bush Trust manages a 6.4 hectare native bush remnant gifted to the people of Canterbury in 1914. The trust manages Riccarton House and its 5.4 hectares of grounds including Deans Cottage, the first house built on the Canterbury Plains. Incorporated under a 1914 Act of Parliament, the Riccarton Bush Trust has powers to levy the Council for funding which contributes towards the maintenance and operation of Riccarton Bush, Riccarton House and its grounds. The Christchurch City Council appoints six of the nine members on the Trust Board.

Nature and scope of activities

The Trust maintains and operates Riccarton Bush, Riccarton House and its grounds.

Key performance targets

	Actual	Target
Performance targets are being developed.	n/a	n/a

Financial summary

Statement of Financial Performance for the year ended 30 June 2008	2008	2007
	Actual \$'000	Actual \$'000
Operating revenue	423	419
Operating and other expenses	412	398
Operating profit before tax	11	21
Tax expense (benefit)	-	-
Net profit for the year	11	21



■ consolidating and associated organisations

Individual organisation descriptions



Central Plains Water Trust

The Central Plains Water Trust was established by the Christchurch City and Selwyn District Councils to facilitate sustainable development of Central Canterbury's water resource.

It continues the work of the Central Plains Water Enhancement Steering Committee to develop proposals for a large scale community water enhancement scheme providing water for irrigation between the Rakaia and the Waimakariri Rivers.

Trustees of the Central Plains Water Trust were appointed by the two Councils to reflect a broad range of skills and experience in areas such as governance, agriculture, engineering, commerce and resource management. Some Trustee appointments were made following recommendations from the Parliamentary Commissioner for the Environment and Te Rūnanga O Ngāi Tahu.

Nature and scope of activities

- To seek resource consents for the proposed Canterbury Plains Water Enhancement Scheme, and to hold these consents for the use of Central Plains Water Limited.

Policies and objectives relating to ownership and control

The Council recognises a major regional economic benefit in managing the water resource in the Central Canterbury Plains, including significant employment creation. The Council, through its involvement with the Trust, hopes to mitigate the adverse effects of any proposed scheme on its own water supply.

Key performance targets

	Actual	Target
Obtain resource consents for water use and irrigation by 2009.	Ongoing	Achieved

Individual organisation descriptions

