

STATEMENT OF INTENT 2016-17 **WELLINGTON MUSEUMS TRUST**

Presented to the Economic Growth and Arts Committee
pursuant to Section 64 of the Local Government Act 2002



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INTRODUCTION

Wellington Museums Trust is a Council Controlled Organisation and is a registered charity. The Trust is dependent on Council for long-term financial sustainability and to operate as a going concern.

This Statement of Intent reflects the relationship and interest that the Council has in the Trust and the contribution of the Trust to the Council's vision for the future of Wellington. Specifically it outlines our intentions for the next three years with detailed focus on the financial period to 30 June 2017.



OUR FOCUS IN 2016-17

We will:

- Make contemporary art accessible for all: bringing an exhibition of work by international artist Cindy Sherman to City Gallery Wellington, and remodelling the Gallery's foyer and entrance to link it seamlessly with Civic Square;
- Build on the success of The Attic: scoping the next phase of development of Wellington Museum, including earthquake strengthening and the visitor experience on Level 2 of this world-renowned museum;
- Lead the way for children and young people to make Wellington a home for confident, creative young citizens.
- Attract 659,000 visitors to our experiences: one-third will be international tourists plus 250,000 people will connect via our thriving online community.
- Contribute over \$4 million to our operating costs.

These reflect our Strategic Plan, our desire to make a compelling contribution to Wellington's future, and are aligned to Council's strategic direction. Delivery details are subject to Board approval and adequate funding.

OVERVIEW

The Cultural Heart of Wellington

Wellington Museums Trust is the cultural heart of the capital, presenting remarkable experiences that set Wellington apart. As we celebrate our twentieth year of operation, we are proud of the contribution we make to Wellington's economy, and the difference we make to its 'liveability', and its reputation as a centre of excellence for arts, culture and creativity.

Investing for the City's Success

Council's investment in the Trust leverages external funding and engagement in the capital. In 2014-15 the Trust contributed \$4.1 million (39%) of total operating revenue of \$10.7 million. In addition we secured over \$2 million from external funders to develop, earthquake strengthen and open acclaimed new exhibitions at Wellington Museum, a landmark Council asset. Through our efforts over \$6 million of non-Council revenue was invested in Wellington's experience economy last year.

In 2016-17 we will continue our successful commercial trading initiatives as well as continuing to improve our fundraising effort. We are projecting that we will fund at least 38% of our operating revenue this year and, subject to Council's support with capital investment, leverage further funding to develop the city's cultural assets.

Working for Wellington

Creating remarkable experiences is what we do. Our vibrant programme of nearly 400 exhibitions, events and public programmes adds to the capital's profile and enriches lives of residents.

Visitors rate our experiences as 'excellent' and residents say that we run great places for enjoying time with friends and family, learning and relaxing. In an increasingly fragmented society, our spaces are taking on a new importance as places for social cohesion, where people can reconnect with each other and to their community.

2016-17 Highlights

- Cindy Sherman will open at City Gallery in November 2016. This unique contemporary art experience will only be available in Wellington and will therefore assert the city's primacy as the cultural capital of New Zealand. The exhibition and associated events will generate national and international tourism and in recognition of the potential economic impact of the exhibition Council has approved delivery support funding of \$150,000 from the Wellington Economic Initiatives Development (WEID) Fund.
- The biennial Capital E National Arts Festival for children and their families will take place in March 2017. The festival continues to evolve with an increasing focus on programming by children. Alongside its performing arts programme, the 2017 Festival will again feature films made for and by children spring-boarding off opportunities provided through Wellington's film industry and using Capital E's state-of-the-art digital studios.

Strategic Development Priorities

- Completing the visitor experience development and earthquake-strengthening at Wellington Museum is a landmark project which began in 2010. Phase One ended with the opening of The Attic in November 2015. We want to complete the development and need Council's commitment to leverage funding from other partners. The priority for 2016-17 is to scope the remaining earthquake strengthening and building works project and put in place a temporary visitor experience on Level 2 whilst detailed plans are developed.
- Refurbish City Gallery's entrance, foyer, and retail to create a more welcoming and safer facility that connects seamlessly with Civic Square. The cost of this refurbishment is estimated



at \$900,000 exclusive of GST. Again we are confident of raising two-thirds of the estimated costs once Council's commitment is confirmed.

- Refining plans for the future shape and location of Capital E will be progressed during the year and Capital E will assume a central leadership role to ensure that by 2018 we will be measurably closer to our vision that young participants in all our visitor experiences feel welcomed, included and important. We will also use our experience and reputation in the provision of remarkable visitor experiences for children and young people to support Wellington to achieve its ambition to be a UNICEF Child Friendly City.

FINANCIAL OVERVIEW

Wellington City Council's 2015-25 Long-term Plan included a 2% increase in the base-line funding of the Trust and Space Place together with a \$100,000 contribution to enable the Trust to align with Council's Living Wage initiative. This level of support has been forecast to continue over the planning period. The main assumptions for the planning period are:

- Trading Revenue in 2016-17 will increase due to the Cindy Sherman exhibition at City Gallery and the 2017 Capital E National Arts Festival for children. Sustainable growth in trading revenue will be achieved when we are able to increase retail at both City Gallery and Wellington Museum through planned developments.
- Sponsorships and Donations is an area of focus for the Trust and we are forecasting modest sustainable growth during the planning period. However, it should be noted that grants and sponsorships are essential for programme delivery and this revenue is generally not available to support fixed costs.
- Other Grants include contracts for service grants from Creative New Zealand (CNZ) and the Ministry of Education (MOE). CNZ has recently advised that its funds for distribution will be reduced by 10% which may impact on the funding we receive for creative performance outputs. MOE funding is secure for the time being but increases are not expected.
- Over the forecast period it is expected that salaries will increase by 1% per annum and other costs by between 1-2%.
- As further development of Wellington Museum is delayed, Museums Wellington costs have been increased to incorporate the project leader's costs previously accounted for as a capital cost.
- Space Place is now operating under a new operating model that was expected to reduce operating deficits as outlined in the 2015-16 SOI. The operating model has increased visitor numbers in line with expectations; however, the yield per visitor is less than anticipated and this is reflected in admissions revenue. The new operating model is in its first year of operation and further improvements will be made. In the meantime the Trust continues to rely on Council's cash-underwrite to deliver the Space Place visitor experience.
- Although the Cable Car Museum has seen increases in visitor numbers and retail sales, building capacity is a limiting factor to future growth.
- In 2016-17 the Trust is forecasting a break-even budget.

The Forecast Financial Statements are provided in Appendix 1. Accounting policies are provided in Appendix 2.



COUNCIL'S EXPECTATIONS

Alignment with Council

Wellington Museums Trust priorities align with and reflect Wellington City Council's strategic direction as outlined in the 2015-2025 Long-term Plan. Our strategy and policy is informed by and refers to Wellington 2040, Council's Arts and Culture Strategy, Economic Development Strategy, Events Policy, Accessible Wellington Action Plan, and other relevant guiding documents such as the Economic Growth Agenda: 8 Big Ideas. Analysis is in Appendix 3.

Engagement with the Wellington Regional Economic Development Agency LTD (WREDA)

The Trust will engage with WREDA to support mutual outcomes for the growth of Wellington's thriving experience economy. We support the aspiration that Wellington becomes Australasia's most prosperous, vibrant and liveable region; and our visitor experiences can enhance the region's reputation as a leader in arts and culture; support excellent education opportunities; and establish the capital as a centre for expression and discovery of New Zealand's nationhood.

Awareness of Relevant Current and Future Legislation Relating to Health and Safety at Work

We will continue our active management of health and safety with the objective of full compliance with the new Health and Safety at Work Act 2015. Our goal is to develop and maintain a zero harm culture for workers and visitors. We will continue to work with Council to ensure that the buildings we occupy meet health and safety standards for workers and visitors.

Presentation of Published Financial Statements

The Trust's annual Financial Statements will be presented inclusive of the published budget from the relevant Statement of Intent. These are prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZGAAP).

Review of Governance and Base-line Funding

The Trust will work with Officers to implement the outcomes of Council's Review of Governance and Base-line Funding.

Implementing Council's Living Wage Initiative

With the additional funding provided by Council in 2015-16 a new salary band and minimum wage rate was implemented on 1 January 2016. The Trust will provide a full report on implementation in the 2015-16 Annual Report.

Governance Performance

The Trust governance effectiveness was assessed in 2015 by the Office of the Auditor-General, which judged the Board as having achieved the rating of "comprehensive" according to five aspects of effective governance: strategic direction; leadership and culture; monitoring and review; risk management; and internal controls. The Trust was the only organisation assessed to achieve this level of assessment. The Board aspires to be a leading governance group and is confident that it will comply with Council's expectations.



OPERATING ENVIRONMENT UPDATE

Council's 2015-25 Ten Year Plan set out an ambitions programme for the city and confirmed an additional \$100,000 to enable the Trust to align with Council's Living Wage initiative and an annual 2% increase in the Trust's base-line funding. These adjustments are welcome and will help to mitigate fixed-cost increases.

The Trust is a willing participant in ensuring that Council's plans are successful. Our main contribution is via the continued development and delivery of excellent visitor experiences in partnership with Council, and by leveraging support from others.

The Tourism Industry Association of New Zealand *Tourism 2025* framework emphasises the importance of increasing our productivity and driving value through outstanding visitor experiences. This switch to an 'experience economy' where tourism providers work in clusters to create a critical mass of destinations and memorable opportunities for visitors will be factored into our thinking. With more than 600,000 visitors per year we play a big part in Wellington's profile as a great place to live, work and visit. The arrival of a new Film Museum, plus the growth of the cultural tourism spend globally are encouraging, and will contribute to Wellington's assertion that it is New Zealand's cultural capital.

The planned development of key city locations such as Frank Kitts Park and Civic Square are important to our operation. We provide the cultural heart of these iconic parts of the city, and our participation in discussions regarding their development is crucial, and central to the success of our businesses. A revitalised hub for families on the waterfront has synergy with Capital E and Wellington Museum, and the mooted metamorphosis of Civic Square into a cultural quarter sits neatly with City Gallery's reputation as New Zealand's leading place for contemporary art.

The film and digital growth agenda for the city is providing opportunities for partnership. Working with industry and regional development partners is opening up opportunities for Capital E. It has established itself as a channel for other organisations to reach families and young audiences, and helps to inspire Wellington's young people to see the digital creative and media sector as a viable career option – an area where the region expects to see substantial growth, but where the number of emerging graduates does not fill industry need.

With the future of the Hannah Playhouse still uncertain, the Trust notes that the cost and availability of theatre and rehearsal space is still an area of flux for our business, and for the contractors and providers that work with us at the National Theatre for Children and the National Arts Festival for Children. This is a delicate ecosystem in Wellington, and there is need for a more strategic approach to the provision of performing arts venues in the city.

Our main challenge continues to be non-Council revenue generation to support our operation. The competition for funding is growing exponentially and, with less funding available from traditional sources, the Trust is developing new strategies to achieve the target of at least 30% of revenue from non-Council sources.

ABOUT

The Wellington Museums Trust operates six institutions on behalf of Wellington City Council. These are Capital E, Space Place at Carter Observatory, City Gallery Wellington, Nairn Street Cottage, Wellington Museum (including the Plimmer's Ark display in the Old Bank Arcade) and the Cable Car Museum.

We have a management agreement with the New Zealand Cricket Museum Trust to provide in-kind support including financial management and we are managing the Hannah Playhouse while options for its long-term management are considered.

These onsite, online and outreach experiences encompass art, heritage, culture, social history, science, theatre and digital technology. Our diversity is our strength and point of difference.

OUR PURPOSE, VISION AND VALUES

Purpose

Our business opens the doors to remarkable experiences that set Wellington apart

Vision

Excellent experiences that Wellingtonians proudly share with the world

Values

We:

- Value our visitors; giving them excellent experiences that are safe, welcoming and accessible.
- Prize our staff, supporters and extraordinary assets.
- Lead in our fields: individually and as a collective.
- Use the power of our diverse group of institutions to make a difference to Wellington.
- Are agile. We respond to changes in our audience's needs, stakeholder expectations and operating environment.
- Don't stand still. We learn and improve together.
- Strive to grow a robust, sustainable business.



NATURE AND SCOPE OF WELLINGTON MUSEUM TRUST ACTIVITIES

THE TRUST

The Trust provides strategic leadership, drawing upon the individual strengths, skills and experiences of the component parts of our organisation to deliver our vision. Central to this is the ability to create and sustain an operating environment that supports a high performing organisation encouraging staff to strive for excellence.

Our role is to provide essential services across the whole organisation and to maintain an operating and accountability framework that meets the standards required by a publically-funded organisation. In addition the Trust acquires and allocates resources, undertakes research and coordinates improvement strategies, and provides policy development and strategic planning.

CAPITAL E

Capital E is New Zealand's leading centre for creativity for young people. Its aim is to foster confident, creative, capable citizens who can be architects of their own future. Capital E engages audiences in the innovation and production of high quality, inspirational experiences in live performance, digital technology and applied creativity. It provides a creative environment in which encounters can be generated for, with and by children and young people. It also has a leadership role for the Trust and beyond – leading in and advocating for high quality provision of creative experiences relevant to children and young people.



CITY GALLERY WELLINGTON TE WHARE TOI

From the heart of Wellington in Civic Square, City Gallery provides locals and visitors with a meaningful, accessible, experience of art. It presents a dynamic programme of changing exhibitions dedicated to the most current thinking, creativity and innovation in art practice in the broadest sense. It is a hub for artistic and cultural activity in Wellington that reinforces the city's commitment to art and creativity.

City Gallery works collaboratively with artists, galleries, collectors and educators to realise programmes of activity that are relevant, push and test art's boundaries and both transform and provide insight into our understanding of our world.



MUSEUMS WELLINGTON TE WAKA HUIA O NGĀ TAONGA TUKU IHO

Museums Wellington includes Wellington Museum, Space Place at Carter Observatory, Cable Car Museum and Nairn Street Cottage. Collectively they tell the stories of the Wellington region and the Southern Skies establishing local, national and international connections for visitors. Each experience is a unique, quality experience delivered through an interpretative strategy that invites engagement, involvement and interaction by the visitor.

Museums Wellington is also the guardian of the Trust's collections, including heritage buildings that are of cultural, social, historical, scientific and technological significance. The Collections are an integral part of the Trust's role and are being developed so that they fully allow visitors to experience and appreciate the Wellington region's unique identity.

WELLINGTON MUSEUM

Recognised as one of the world's top museums in 2013, Wellington Museum shares the stories of Wellington region and celebrates its place and people.

SPACE PLACE AT CARTER OBSERVATORY TE ARA A WHANUI KI TE RANGI

Taking Wellington as its starting point, Space Place transports visitors through interesting facts to lively experiences of space and beyond. Space Place is first and foremost fun and it will inform and transform visitor perceptions of space, science and entertainment as a Wellington offer. It will introduce new and colourful experiences, interactive displays and cutting-edge planetarium shows to bring science and space to life in a fun, engaging and informative way, underpinned by the heritage of Space Place at Carter Observatory.



CABLE CAR MUSEUM

The Cable Car Museum explores how technology shaped Wellington and is the home of the story of Wellington's most iconic object, the Cable Car. The visitor experience explores the establishment of the Cable Car, the development of Kelburn and the refurbishment of the historic 1905 Grip Car. High visitation ensures that the shop income supports our goal of financial viability.

NAIRN STREET COTTAGE

Nairn Street Cottage is the oldest residence in Wellington. It tells the story of Wellington through the Wallis family and their home from early settlement to the end of the 20th century. The story is brought to life in the Visitor Centre and the Cottage's heritage garden where life in Wellington over 125 years is shared.

PERFORMANCE MEASUREMENT

Key Performance Indicators (KPI) include both non-financial and financial performance measures. See Appendix 4 for disaggregated information by institution.

2014-15 figures reported below are actual results.

OUR CITY

Performance

- City Residents' Awareness: The number of Wellingtonians who know about our institutions as assessed through the Annual Residents' Survey conducted by Council. (Appendix 4 Table 1)

KPI	2014-15	2015-16	2016-17	2017-18	2018-19
City Residents' Awareness (Trust Average)	88%	86%	88%	88%	88%

OUR VISITORS

Performance

- Physical Visitation: The total number of visits to institutions including general public, education and function attendees. (Appendix 4 Table 2)
- Virtual Visitation: The total number of unique user visits to institutional web/mobile sites. (Appendix 4 Table 3)
- Social Media Profile: A snapshot of Facebook friends and Twitter followers. (Appendix 4 Table 4)
- Quality of Visit: Visitor feedback based on comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment. (Appendix 4 Table 5)
- Repeat Visitation: the number of visitors who have visited the institution at least once in the previous twelve months. (Appendix 4 Table 6)

KPI	2014-15	2015-16	2016-17	2017-18	2018-19
Physical Visitation (Trust Total)*	689,414	600,000	659,000	672,300	708,400
Virtual Visitation (Trust Total)	254,157	189,000	250,000	259,000	268,000
TOTAL VISITATION	943,571	7859,000	909,000	931,300	976,400
Social Media Profile (Trust Total)	34,032	30,250	41,890	47,468	53,662
Quality of visit (Trust Average)	90%	90%	90%	90%	90%
Repeat Visitation (Trust Average)	44%	30%	30%	31%	31%

* Factors that will affect visitation in 2017 are the Cindy Sherman exhibition which will be by entry charge; the possibility of disruption to the visitor experience at City Gallery if the Entrance/Foyer development goes ahead in April; and boosted by the biennial Capital E National Arts Festival in March. The Festival also affects visitation in 2019. If development continues at Wellington Museum visitation may be affected in 2018 and 2019.



OUR SUSTAINABILITY

Performance

- Financial Performance: A break-even budget and fully-funded depreciation.
- Non-Council Revenue: The total amount of revenue generated from non-Council sources. (Appendix 4 Table 7)
- Spend per Visitor: Visitor related revenue (admissions and sales). (Appendix 4 Table 8)
- Subsidy per Visit: The Council subsidy per (physical) visitor. (Appendix 4 Table 9)

KPI	2014-15	2015-16	2016-17	2017-18	2018-19
Non-Council revenue (Trust Total)	\$3.311 M	\$3.036 M	\$4.144 M	\$3.350 M	\$3.593 M
Spend per visitor (Trust Average)	\$3.12	\$2.74	\$3.52	\$2.47	\$2.70
Subsidy per visit (Trust Average)	\$10.96	\$10.51	\$10.45	\$10.29	\$10.13
Subsidy per visit (Physical & Virtual Visitation)	\$6.84	\$8.10	\$7.50	\$7.45	\$7.35

OUR PEOPLE

Performance

- Health and Safety: No preventable serious harm incidents involving workers or visitors as defined by the Health and Safety at Work Act 2015.
- Staff Satisfaction: Based on staff feedback gathered in the annual Staff Engagement Survey.

OUR HERITAGE

Performance

- Collection Development: The percentage of progress towards aligning collections in our care with the Collections Policy.

KPI	2014-15	2015-16	2016-17	2017-18	2018-19
Collection Aligned with Policy	85%	85%	85%	87.5%	87.5%

COUNCIL'S OWNERSHIP INTEREST

At Council's request we will include Council's direct ownership costs which relate to the assets we manage on its behalf in monitoring reports to Council. These are costs incurred by Council over which the Trust has no control and the information will be supplied by Council in a form that meets the Trust's audit requirements.

BOARD'S APPROACH TO GOVERNANCE

GOVERNANCE

Trustees are appointed by Council and are standard-bearers for the Trust's vision. They are responsible for setting the strategic direction for the Trust and approving the Statement of Intent and the Strategic Plan. The Board monitors organisational performance, the organisation's ongoing viability and the maintenance of its competitiveness. It delegates the day-to-day operation of the Trust to the Chief Executive, who reports to the Board.

The Board meets no fewer than nine times per year and operates three committees which review relevant matters prior to consideration by the full Board. These are the Audit and Risk (A&R) Committee, the Chief Executive Performance and Remuneration (CEP&R) Committee, and the People Performance and Safety (PPS) Committee. In addition, the Board will convene *ad hoc* working groups to consider specific issues. Guidance in specialist areas is also provided as appropriate.

BOARD COMMITTEES

Audit and Risk (A&R) Committee assists the Board in carrying out its duties in regard to financial reporting, risk management and legislative compliance.

Chief Executive Performance and Remuneration (CEP&R) Committee to advise the Chair in connection with the performance and remuneration of the Trust's Chief Executive.

People, Performance and Safety (PPS) Committee provides guidance and support to the Chief Executive in a Human Resources context and assists the Board to meet its due diligence responsibilities regarding the Trust's compliance with Health and Safety legislation.

BOARD MEMBERSHIP

Trustee	Term expires	Committees
Jackie Lloyd, Chair	30 June 2017	Chair CEP&R and <i>ex officio</i> of A&R and PPS
Rachel Farrant	30 June 2016	Chair A&R and member of CEP&R
Jill Wilson	30 June 2016	PPS
Jane Wrightson	31 December 2019	Chair PPS and member of CEP&R
Nicola Young	October 2016	A&R

BOARD PERFORMANCE

The Board strives to meet best practice governance standards and will undertake an annual review of the overall Board, individual and the Chair's performance and report to the Chief Executive of Council by 30 September 2016.



COUNCIL RELATIONSHIP PRINCIPLES

The principles governing the relationship with Council as our primary stakeholder include:

- Operating on a “no surprises” basis so that any significant event that may impact on either party is brought to their attention as soon as it can be reasonably done.
- Open and frank communication will occur between the Trust and Council.
- Full disclosure of information will be provided to Council from the Trust as deemed necessary by Council to ensure its interests are upheld.
- Early advice to Council in the event of any situation that may be potentially contentious in nature.
- Disclosing within the Trust's Strategic Plan any significant transactions that are planned.

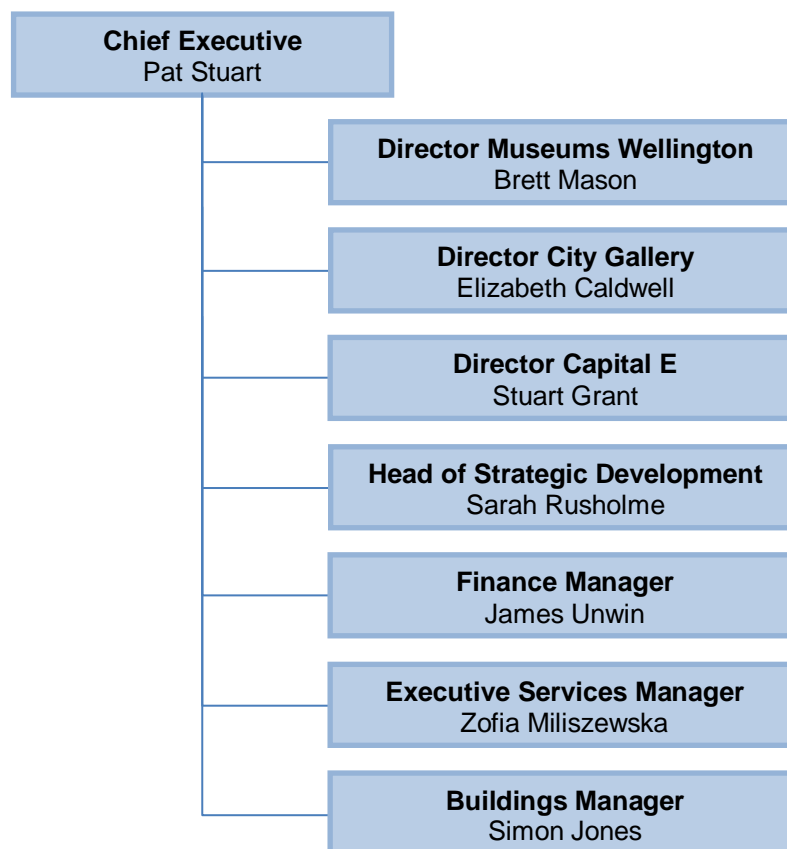
Stakeholder Management

Stakeholder management continues to be a focus. As the Trust improves the coordination of its fundraising efforts, it will seek to develop a stakeholder engagement plan for key individuals and groups. We will set communication objectives based on our strategic objectives, and prioritise stakeholders according to impact and influence.

As part of our improved coordination of fundraising we have put in place an improved Customer Relationship Management (CRM) tool. This tool will help us to record and track our contact with key stakeholders at an institution and whole of organisation level.

INTRODUCTION

The Trust is a balance of centralised services (governance, Chief Executive, finance, strategic development, human resources and information technology) and teams led by Directors within institutions. The organisation chart follows:



ORGANISATIONAL HEALTH AND WELLBEING

Critical to achieving our vision and supporting Council's vision is the talent and experience of our staff, plus the resources we have available after fixed costs have been met for exhibitions and public programmes.

Staff induction, training, regular communication and celebrations of success reinforce our team spirit. We seek feedback annually on key factors relating to organisation performance including vision and values, sense of community, leadership, communication, learning and development, performance and rewards, working relationships and health and safety.

Capability

We bring to our work leadership, knowledge of audiences, networks and contacts, professional standards of presentation, access to our portfolio of facilities and collections and our commitment to presenting thought-provoking and entertaining visitor experiences.

We are a highly motivated organisation and rely on our workforce to be flexible and to go the extra mile. Our executive team is highly experienced in their respective fields.

Training and professional development is a priority and a small annual resource is set aside for this purpose.

We are committed to the principle of collaboration and shared services and will explore all reasonable opportunities to work with sector partners and with Council and its associated organisations for Wellington and its residents.

Risk Management and Business Continuity

The Trust's Risk Profile is reviewed regularly and identifies events and or circumstances and the impact that these have on our operations using a system that ranks the probability and level of impact of the event. It includes risk management strategies, including recovery plans, for specific events which carry high risk values. In such events the Trust's ability to continue to operate following a major event will depend on factors outside of its control such as the extent of material damage to buildings and the continuation of Council funding.

Assessed risks which carry a lower risk value tend to be within the operational purview of the Trust with the exception of risks associated with buildings maintenance and plant performance issues which are Council's responsibility. Building and plant issues that are likely to impact on business continuity are immediately brought to Council's attention.

A business continuity plan is in development.

Insurance

The Trust has adequate insurance cover to meet its specific business needs and deductibles are in line with generally accepted risk management principles and affordability.

APPENDIX 1: FORECAST FINANCIAL STATEMENTS

Forecast	STATEMENT OF FINANCIAL PERFORMANCE Space Place at Carter Observatory (\$'000)	Budget Qtr to 30-Sep- 16	Budget Qtr to 31-Dec- 16	Budget Qtr to 31-Mar- 17	Budget Qtr to 30-Jun- 17	Total YE 30-Jun- 17	Total YE 30-Jun- 18	Total YE 30-Jun- 19
Revenue								
500	Trading Income	104	104	104	104	417	426	433
329	Council Operating Grant	87	87	87	87	347	356	366
0	Council Rental Grant	0	0	0	0	0	0	0
82	Other Grants	21	21	21	21	82	82	82
0	Sponsorships and Donations	5	5	5	5	20	9	9
0	Investment Income	0	0	0	0	0	0	0
2	Other Income	17	17	17	17	69	70	71
913	Total Revenue	234	234	234	234	934	943	961
Expenditure								
670	Employee Costs	171	171	171	171	683	690	697
0	Council Rent	0	0	0	0	0	1	2
40	Exhibitions & Programmes	12	12	12	12	47	26	26
80	Marketing & Promotions	25	25	25	25	100	97	97
95	Occupancy Costs (excluding Council Rent)	24	24	24	24	95	97	98
17	Communication Costs	3	3	3	3	11	15	15
0	Trustee Fees & Expenses	0	0	0	0	0	0	0
4	Technology Costs	0	0	0	0	0	0	0
0	Professional Fees	0	0	0	0	0	0	0
144	Administration Expenses	32	32	32	32	127	130	130
4	Other Operating Expenses	3	3	3	3	11	6	5
11	Depreciation	3	3	3	3	11	11	11
0	Interest	0	0	0	0	0	0	0
1,065	Total Expenditure	271	271	271	271	1,083	1,072	1,080
(152)	Net Surplus/(Deficit) before Taxation	(37)	(37)	(37)	(37)	(149)	(129)	(119)
	Taxation Expense							
(152)	Net Surplus/(Deficit)	(37)	(37)	(37)	(37)	(149)	(129)	(119)
-1.3%	Operating Margin	-15.9%	-15.9%	-15.9%	-15.9%	-15.9%	-13.6%	-12.3%

Forecast 30-Jun-16	STATEMENT OF FINANCIAL PERFORMANCE WMT excluding Space Place at Carter Observatory (\$'000)	Budget Qtr to 30-Sep- 16	Budget Qtr to 31-Dec- 16	Budget Qtr to 31-Mar- 17	Budget Qtr to 30-Jun- 17	Total YE 30-Jun- 17	Total YE 30-Jun- 18	Total YE 30-Jun- 19
Revenue								
1,100	Trading Income	405	405	405	405	1,620	1,000	1,224
6,316	Council Operating Grant	1,618	1,618	1,618	1,618	6,471	6,632	6,812
1,769	Council Rental Grant	442	442	442	442	1,769	1,769	1,769
950	Other Grants	191	191	191	191	762	762	762
406	Sponsorships and Donations	224	224	224	224	896	724	724
90	Investment Income	23	23	23	23	90	90	95
160	Other Income	47	47	47	47	188	187	192
10,791	Total Revenue	2,949	2,949	2,949	2,949	11,796	11,164	11,578
Expenditure								
4,660	Employee Costs	1,212	1,212	1,212	1,212	4,849	4,968	4,915
1,353	Council Rent	358	358	358	358	1,433	1,432	1,431
1,898	Exhibitions & Programmes	622	622	622	622	2,488	1,946	2,395
500	Marketing & Promotions	185	185	185	185	740	526	598
1,200	Occupancy Costs (excluding Council Rent)	253	253	253	253	1,012	1,009	1,020
120	Communication Costs	27	27	27	27	108	107	108
90	Trustee Fees & Expenses	21	21	21	21	84	84	84
170	Technology Costs	38	38	38	38	154	155	158
40	Professional Fees	10	10	10	10	41	42	42
310	Administration Expenses	88	88	88	88	350	355	365
50	Other Operating Expenses	28	28	28	28	111	117	118
400	Depreciation	106	106	106	106	425	425	425
0	Interest	0	0	0	0	0	0	0
10,791	Total Expenditure	2,949	2,949	2,949	2,949	11,795	11,165	11,658
0	Net Surplus/(Deficit) before Taxation	0	0	0	0	0	0	(80)
	Taxation Expense							
0	Net Surplus/(Deficit)	0	0	0	0	0	0	(80)
0.0%	Operating Margin	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.7%

Note: The increase in Trading Income in 2016-17 arises from the Cindy Sherman exhibition and the Capital E National Arts Festival for children.

Forecast 30-Jun-16	STATEMENT OF FINANCIAL PERFORMANCE WMT Total	Budget Qtr to 30-Sep- 16	Budget Qtr to 31-Dec- 16	Budget Qtr to 31-Mar- 17	Budget Qtr to 30-Jun- 17	Total YE 30-Jun- 17	Total YE 30-Jun- 18	Total YE 30-Jun- 19
Revenue								
1,600	Trading Income	509	509	509	509	2,037	1,426	1,657
6,645	Council Operating Grant	1,704	1,704	1,704	1,704	6,817	6,988	7,178
1,769	Council Rental Grant	442	442	442	442	1,769	1,769	1,769
1,032	Other Grants	211	211	211	211	844	844	844
406	Sponsorships and Donations	229	229	229	229	916	733	733
90	Investment Income	23	23	23	23	90	90	95
162	Other Income	64	64	64	64	257	257	264
11,704	Total Revenue	3,183	3,183	3,183	3,183	12,730	12,107	12,540
Expenditure								
5,330	Employee Costs	1,383	1,383	1,383	1,383	5,531	5,658	5,613
1,353	Council Rent	358	358	358	358	1,433	1,433	1,433
1,938	Exhibitions & Programmes	634	634	634	634	2,534	1,971	2,420
580	Marketing & Promotions	210	210	210	210	840	623	695
1,295	Occupancy Costs (excluding Council Rent)	277	277	277	277	1,107	1,106	1,117
137	Communication Costs	30	30	30	30	119	122	123
90	Trustee Fees & Expenses	21	21	21	21	84	84	84
174	Technology Costs	38	38	38	38	154	155	158
40	Professional Fees	10	10	10	10	41	42	42
454	Administration Expenses	119	119	119	119	477	484	494
54	Other Operating Expenses	30	30	30	30	122	123	123
411	Depreciation	109	109	109	109	436	436	436
0	Interest	0	0	0	0	0	0	0
11,856	Total Expenditure	3,220	3,220	3,220	3,220	12,879	12,237	12,738
(152)	Net Surplus/(Deficit) before Taxation	(37)	(37)	(37)	(37)	(149)	(129)	(199)
	Taxation Expense							
(152)	Net Surplus/(Deficit)	(37)	(37)	(37)	(37)	(149)	(129)	(199)
-1.3%	Operating Margin	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.1%	-1.6%



Forecast 30-Jun-16	STATEMENT OF FINANCIAL POSITION (\$'000)	Budget 30-Sep- 16	Budget 31-Dec- 16	Budget 31-Mar- 17	Budget 30-Jun- 17	Total YE 30-Jun- 17	Total YE 30-Jun- 18	Total YE 30-Jun- 19
Shareholder/Trust Funds								
2,123	Share Capital/Settled Funds	2,123	2,123	2,123	2,123	2,123	2,123	2,123
0	Revaluation Reserves	0	0	0	0	0	0	0
373	Restricted Funds	373	373	373	373	373	373	373
1,640	Retained Earnings	1,603	1,566	1,529	1,491	1,491	1,362	1,164
4,136	Total Shareholder/Trust Funds	4,099	4,062	4,025	3,987	3,987	3,858	3,660
Current Assets								
140	Cash and Bank	10	10	10	10	10	10	10
250	Accounts Receivable	120	120	120	120	120	126	132
150	Other Current Assets	100	100	100	100	100	105	110
540	Total Current Assets	230	230	230	230	230	241	253
Investments								
697	Deposits on Call	2,582	953	2,565	897	897	1,063	1,441
0	Other Investments	0	0	0	0	0	0	0
697	Total Investments	2,582	953	2,565	897	897	1,063	1,441
Non-Current Assets								
4,118	Fixed Assets	4,121	4,125	4,128	4,132	4,132	4,166	4,199
29	Other Non-current Assets	29	29	29	29	29	29	29
4,147	Total Non-current Assets	4,150	4,154	4,157	4,161	4,161	4,195	4,228
5,384	Total Assets	6,962	5,337	6,952	5,287	5,287	5,498	5,922
Current Liabilities								
800	Accounts Payable and Accruals	808	816	863	800	800	1,115	1,411
450	Provisions	455	459	464	500	500	525	851
0	Other Current Liabilities	0	0	0	0	0	0	0
1,250	Total Current Liabilities	1,263	1,275	1,327	1,300	1,300	1,640	2,262
Non-Current Liabilities								
0	Loans - WCC	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0
0	Other Non-Current Liabilities	1,601	0	1,601	0	0	0	0
0	Total Non-Current Liabilities	1,601	0	1,601	0	0	0	0
4,134	Net Assets	4,099	4,062	4,025	3,987	3,987	3,858	3,660
0.43	Current Ratio	0.18	0.18	0.17	0.18	0.18	0.15	0.11
0.77	Equity Ratio	0.59	0.76	0.58	0.75	0.75	0.70	0.62

Forecast 30-Jun-16	STATEMENT OF CASH FLOWS (\$'000)	Budget Qtr to 30-Sep- 16	Budget Qtr to 31-Dec- 16	Budget Qtr to 31-Mar- 17	Budget Qtr to 30-Jun- 17	Total YE 30-Jun- 17	Total YE 30-Jun- 18	Total YE 30-Jun- 19
Cash provided from:								
2,325	Trading Receipts	689	509	509	509	2,217	1,415	1,645
8,414	WCC Grants	3,747	546	3,747	546	8,586	8,757	8,947
1,032	Other Grants	211	211	211	211	844	844	844
406	Sponsorships and Donations	229	229	229	229	916	733	733
90	Investment Income	23	23	23	23	90	90	95
162	Other Income	64	64	64	64	257	257	264
12,429		4,963	1,582	4,783	1,582	12,910	12,096	12,528
Cash applied to:								
5,330	Payments to Employees	1,383	1,383	1,383	1,383	5,531	5,658	5,613
8,871	Payments to Suppliers	2,033	2,033	1,994	2,073	8,132	7,019	7,336
7	Net GST Cashflow	(318)	(318)	(318)	(318)	(1,271)	(1,216)	(1,269)
0	Other Operating Costs	0	0	0	0	0	0	0
0	Interest Paid	0	0	0	0	0	0	0
14,208		3,098	3,098	3,059	3,137	12,392	11,460	11,680
(1,779)	Total Operating Cash Flow	1,865	(1,516)	1,724	(1,556)	518	636	848
Investing Cash Flow								
Cash provided from:								
0	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
Cash applied to:								
450	Purchase of Fixed Assets	113	113	113	113	450	470	470
0	Other	0	0	0	0	0	0	0
450		113	113	113	113	450	470	470
(450)	Total Investing Cash Flow	(113)	(113)	(113)	(113)	(450)	(470)	(470)
Financing Cash Flow								
Cash provided from:								
0	Drawdown of Loans	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
Cash applied to:								
0	Repayment of Loans	0	0	0	0	0	0	0
0	Other					0	0	0
0		0	0	0	0	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0
(2,229)	Net Increase/(Decrease) in Cash Held	1,753	(1,629)	1,612	(1,668)	68	166	378
3,066	Opening Cash Equivalents	837	2,590	961	2,573	837	905	1,071
837	Closing Cash Equivalents	2,590	961	2,573	905	905	1,071	1,449
0		(2)	(2)	(2)	(2)	(2)	(2)	(2)



Forecast 30-Jun-16	CASH FLOW RECONCILIATION	Budget Qtr to 30-Sep- 16	Budget Qtr to 31-Dec- 16	Budget Qtr to 31-Mar- 17	Budget Qtr to 30-Jun- 17	Forecast to 30-Jun- 17	Forecast to 30-Jun- 18	Forecast to 30-Jun- 19
(152)	Operating Surplus/(Deficit) for the Year	(37)	(37)	(37)	(37)	(149)	(129)	(199)
	Add Non Cash Items							
411	Depreciation	109	109	109	109	436	436	436
0	Other	0	0	0	0	0	0	0
259		72	72	72	72	288	307	238
	Movements in Working Capital							
745	(Increase)/Decrease in Receivables	130	0	0	0	130	(6)	(6)
(20)	(Increase)/Decrease in Other Current Assets	50	0	0	0	50	(5)	(5)
(2,763)	Increase/(Decrease) in Accounts Payable	8	8	47	(63)	0	315	296
0	Increase/(Decrease) in Other Current Liabilities	1,605	-1,596	1,605	-1,564	50	25	326
(2,038)		1,793	-1,588	1,653	-1,628	230	329	611
	Net Gain/(Loss) on Sale:							
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
(1,779)	Net Cash Flow from Operations	1,865	(1,516)	1,724	(1,556)	518	636	848
0		0	0	0	0	0	-0	0

APPENDIX 2: ACCOUNTING POLICIES

Significant Accounting Policies

The following accounting policies which have a material effect on the measurement of results have been adopted by the Trust.

1. Reporting entity

The Wellington Museums Trust Incorporated (the Trust) is registered as a charitable entity under the Charities Act 2005. It is a Council Controlled Organization (CCO) in terms of the Local Government Act 2002.

The financial statements of the Trust include the activities of the following business units - the Wellington Museums Trust, Wellington Museum, City Gallery Wellington, Capital E, Nairn Street Cottage, the Wellington Cable Car Museum and Space Place at Carter Observatory as from 1 June 2010.

The principal activity of the Trust is to develop and manage Institutions and to operate them for the benefit of the residents of Wellington and the public generally. For the purposes of financial reporting, the Trust is a public benefit entity (public sector).

The Trust has no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

2. Basis of preparation

a) Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZGAAP). They comply with Tier 2 PBE Accounting Standards (Public Sector) and disclosure concessions have been applied.

The Trust has elected to report in accordance with Tier 2 PBE Accounting Standards (Public Sector) on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$30 million.

b) Basis of measurement

The financial statements are prepared on the historical cost basis.

c) Presentation currency

These financial statements are presented in New Zealand dollars (\$).

3. Significant accounting policies

The accounting policies set out below will be applied consistently to all periods presented in the financial statements.

a) Property, plant and equipment

Items of property, plant and equipment are stated at cost, less accumulated depreciation and impairment losses.

(i) Subsequent costs

Subsequent costs are added to the carrying amount of an item of property, plant and equipment when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to the Trust and the cost of the item can be measured reliably. All other costs are recognised in surplus/ (deficit) as an expense as incurred.

(ii) Depreciation

Depreciation is charged to surplus/ (deficit) using the straight line method. Depreciation is set at rates that will write off the cost or fair value of the assets, less their estimated residual values, over their useful lives. The estimated useful lives of major classes of assets and resulting rates are as follows:

- Computer equipment 33% SL
- Office and equipment 25% SL
- Motor vehicles 20% SL
- Building Fittings 5%-25% SL
- Collections & artefacts Not depreciated

The residual value of assets is reassessed annually.

b) Collections and artefacts

Collections are artefacts that are of cultural or historical importance. A substantial amount of the Trust's Collections were acquired on 29 February 1996 from the Wellington Maritime Museum Trust (WMMT) with others added either as gifts or purchases since 1996. Collections are carried at historic cost as assessed at the time of transfer from the WMMT. All subsequent acquisitions to the collections are recorded at cost if purchased. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition. Where the fair value of the assets are not able to be reliably measured, they are recorded at nil. Because the useful life of the collections is indeterminate they are not depreciated.

An external valuation of the Trust's Collections from an independent valuer is obtained on a periodic basis to ensure that the carrying value of the Collections that are held at cost does not exceed their fair value.

The Trustees obtained a valuation at 30 June 2014 and have confirmed that the carrying value at 30 June 2015 is appropriate and that no impairment has occurred.

c) Intangible assets

Computer software

Software applications that are acquired by the Trust are stated at cost less accumulated amortisation and impairment losses.

Amortisation is recognised in surplus/ (deficit) on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. The estimated useful lives for the current and comparative periods are as follows:

- Computer software 33% SL



d) Trade and other receivables

Trade and other receivables are measured at their cost less impairment losses.

e) Inventories

Inventories (merchandise) are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Cost is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

f) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

g) Impairment

The carrying amounts of the Trust's assets other than inventories are reviewed at each balance date to determine whether there is any indication of impairment. If any such indication exists, the assets recoverable amount is estimated.

An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Impairment losses directly reduce the carrying amount of assets and are recognised in surplus/ (deficit).

Estimated recoverable amount of other assets, e.g. property, plant and equipment and intangible asset, is the greater of their fair value less costs to sell and value in use. Value in use is determined by estimating future cash flows from the use and ultimate disposal of the asset and discounting these to their present value using a pre-tax discount rate that reflects current market rates and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

h) Employee benefits

Long service leave The Trust's net obligation in respect of long service leave is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to its present value. The discount rate is the market yield on relevant New Zealand government bonds at the Balance Sheet date.

i) Provisions

A provision is recognised when the Trust has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax discount rate that reflects current market rates and, where appropriate, the risks specific to the liability.

j) Trade and other payables

Trade and other payables are stated at cost.

k) Revenue

(i) Funding

The Trust's activities are supported by grants, sponsorship, admissions and other trading activities. Grants received that have an obligation in substance to return the funds if conditions of the grant are not met are initially recognised as a liability and revenue is recognised only when the services are performed or conditions are fulfilled.

Funds received that have no such obligation attached and merely a restriction imposed on the use of funds, are recognised as revenue when they become available.

(ii) Services provided

Revenue from services rendered is recognised in profit or loss in proportion to the stage of completion of the transaction at the reporting date. Income is recognized as the service is provided (e.g. exhibition run). Where exhibitions are not scheduled to run until the following fiscal year, revenue is deferred and amortized to income throughout the period of the exhibition.

(iii) Donations

Cash donations from the community are recognized in the Income Statement at the point at which they are receipted into the Trust's bank account.

(iv) Sale of merchandise

Revenue from the sale of merchandise is recognised in surplus/ (deficit) when the significant risks and rewards of ownership have been transferred to the buyer. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of the merchandise, or where there is continuing management involvement with the merchandise.

l) Expenses

(i) Operating lease payments

Payments made under operating leases are recognised in surplus/ (deficit) on a straight-line basis over the term of the lease. Lease incentives received are recognised in surplus/ (deficit) over the lease term as an integral part of the total lease expense.

(ii) Finance income and expenses

Finance income comprises interest income. Interest income is recognised as it accrues, using the effective interest method.

Finance expenses comprise interest expense on borrowings. All borrowing costs are recognised in surplus/ (deficit) using the effective interest method.



m) Availability of future funding

The Trust is reliant on the Wellington City Council for a large part of its income and operates under a Funding Deed with the Council. The Funding Deed is for a period of three years and is extended annually for a further year subsequent to the initial 3 year term.

If the Trust was unable to continue in operational existence for the foreseeable future, adjustments may have to be made to reflect the fact that assets may need to be realized other than at the amounts stated in the balance sheet. In addition, the Trust may have to provide for further liabilities that might arise, and to reclassify property, plant and equipment as current assets.

n) Income tax

The Trust is registered as a Charitable Trust and is exempt from income tax. The Trust is not exempt from indirect tax legislation such as Goods and Services Tax, Fringe Benefit Tax, PAYE or ACC and accordingly it is required to comply with these regulations.

o) Goods and services tax

All amounts are shown exclusive of Goods and Services Tax (GST), except for receivables and payables that are stated inclusive of GST.

4. Ratio of Total Assets: Liabilities

- The Trust prefers to remain debt-free.
- Debt may not be raised to finance operating expenses.
- The Trust has a policy ratio of total assets to total liabilities of 3:1.

5. Activities for which compensation from Council is sought

The Trust seeks funding of \$6.817M for the core operation of the Trust including Space Place at Carter Observatory and an accommodation rental subsidy of \$1.769M for the 2016-17 financial year and an extension of the Wellington Museums Trust Funding Deed executed on 28 October 1999 in accordance with clause 5.2 of the Deed.

6. Ratio of Shareholders' funds to total assets

Based on the forecasted Statement of Financial Position as at 30 June 2016 the ratio of shareholders' funds to total assets is 0.77 and this moves to 0.75 in the forecasted Statement of Financial Position as at 30 June 2017.

7. Significant Obligations/Contingent Liabilities

The Trust currently holds no cash reserves to meet operational requirements and to mitigate risks.

The Trust has no contingent liabilities.

8. Distribution to Settlor

The Wellington Museums Trust does not make a distribution to the Settlor.

APPENDIX 3: LINKS TO COUNCIL'S ARTS AND CULTURE PRIORITIES:

Council Arts & Culture Priority	Wellington Museums Trust Focus in 2016-17
<i>Reinvigorate the capital city cultural experience</i>	<p>Council's Research and Evaluation team's pilot Social Return on Investment study demonstrated that our visitor experiences are Wellington landmarks and are greatly valued by Wellingtonians and visitors to the city. They generate significant social and economic value and are a source of pride and drivers of visitation, and recommendations to visit the city.</p> <p>The Attic at Wellington Museum, the Capital E National Arts Festival for children and City Gallery Wellington's upcoming Cindy Sherman exhibition, and its plan to develop its entrance, foyer and ground floor all contribute to the city's liveability and attractiveness to visitors.</p>
<i>Wellington as a region of confident identities</i>	<p>As outlined in our Strategic Plan, we are committed to reflecting the diversity of our region. In 2016-17 our priority audiences are children and young people and people with hearing, visual and/or mobility impairments.</p>
<i>Active and engaged people</i>	<p>Each year, the Trust delivers hundreds of programmes and events and invites active engagement at each of our sites, online and through outreach. These sit against a backdrop of high-quality exhibitions and experiences. In 2016-17 nearly a million people will visit our sites or participate in online activities with us.</p>
<i>A centre of creative learning</i>	<p>The Trust welcomes over 40,000 school children to structured programmes delivered by trained educators at our sites every year. In 2017 this number will double with the development and delivery of the 2017 Capital E National Arts Festival.</p> <p>Year-round we offer high quality, curriculum-linked learning experiences for audiences of all ages: from space science to visual art; from heritage to performing arts; and from creative digital technology to film-making.</p>
<i>Our creative future through technology</i>	<p>Capital E provides a range of creative digital technology learning opportunities for children and young people</p> <p>Space Place is home to a state of the art digital planetarium.</p> <p>City Gallery Wellington showcases the best of contemporary art, including many digital and film works.</p>

APPENDIX 4: PERFORMANCE MEASUREMENTS BY INSTITUTION

NB: Capital E 2016-17 and 2018-19 figures include the National Arts Festival for Children. 2014-15 figures are actual results.

TABLE 1 RESIDENTS' AWARENESS (ANNUAL SURVEY)

Residents' Awareness	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington	93%	92%	95%	95%	95%
Wellington Museum	98%	92%	95%	95%	95%
Capital E	89%	90%	90%	90%	90%
Cable Car Museum	95%	92%	95%	95%	95%
Space Place at Carter Observatory	96%	92%	95%	95%	95%
Nairn Street Cottage	60%	60%	60%	60%	60%
Trust Average	88%	86%	88%	88%	88%

TABLE 2 PHYSICAL VISITATION*

Visitor Numbers	2014-15	2015-16	2016-17	Q1	Q2	Q3	Q4	2017-18	2018-19
City Gallery Wellington*	169,943	150,000	150,000	36,000	38,000	39,000	37,000	165,000	170,000
Wellington Museum **	124,955	120,000	134,000	23,000	42,000	42,000	27,000	137,000	140,000
Capital E***	111,273	62,300	105,000	13,650	17,850	46,200	27,300	90,000	110,000
Cable Car Museum	237,099	221,000	220,000	35,200	63,800	78,000	43,000	235,000	235,000
Space Place at Carter Observatory****	42,633	44,500	46,800	10,764	11,700	10,296	14,040	49,000	50,000
Nairn Street Cottage	3,511	2,200	3,200	286	440	2,034	440	3,300	3,400
Trust Total	689,414	600,000	659,000	118,900	173,790	217,530	148,780	679,300	708,400

* Visitation at City Gallery may be affected by the Cindy Sherman exhibition which will have an entry charge. It may also be affected if the Entrance/Foyer development goes ahead in April.

** If development continues at Wellington Museum visitation may be affected in 2018 and 2019.

*** Capital E's National Arts Festival for Children will boost visitation in 2017 and 2019.

****Visitation at Space Place is projected to grow.

TABLE 3 VIRTUAL VISITATION

The total number of unique user visits to institutional web/mobile sites and YouTube channels.

Virtual Visitor Numbers	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington	113,025	76,000	110,000	115,000	120,000
Museums Wellington	80,678	83,000	78,000	80,000	82,000
Capital E	60,454	30,000	62,000	64,000	66,000
Trust Total	254,157	189,000	250,000	259,000	268,000



TABLE 4 SOCIAL MEDIA PROFILE

A snapshot of the number Facebook friends and Twitter followers at period end.

Social Media Numbers	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington	20,225	16,500	22,000	24,000	26,000
Museums Wellington	3,870	4,000	6,590	7,908	9,490
Capital E	3,428	4,000	4,500	5,000	5,500
Space Place at Carter Observatory	6,509	5,750	8,800	10,560	12,672
Trust Total	34,032	30,250	41,890	47,468	53,662

TABLE 5 QUALITY OF PHYSICAL VISIT

Quality of the Visitor Experience	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington	89%	90%	90%	90%	90%
Museum of Wellington	90%	90%	90%	90%	90%
Capital E	91%	90%	90%	90%	90%
Cable Car Museum	85%	90%	90%	90%	90%
Space Place at Carter Observatory	93%	90%	90%	90%	90%
Nairn Street Cottage	92%	90%	90%	90%	90%
Trust Average	90%	90%	90%	90%	90%

TABLE 6 REPEAT VISITATION

Repeat Visitation	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington	73%	40%	40%	40%	40%
Wellington Museum	26%	25%	25%	25%	25%
Capital E	61%	40%	40%	40%	40%
Cable Car Museum	38%	25%	25%	25%	25%
Space Place at Carter Observatory	22%	20%	22%	24%	25%
Trust Average	44%	30%	30%	31%	31%

TABLE 7 NON COUNCIL REVENUE

Non Council Revenue (\$'000)	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington*	485	545	1,284	827	829
Museums Wellington**	622	584	573	619	626
Capital E***	1,355	947	1,534	1,147	1,367
Space Place at Carter Observatory	595	720	588	587	596
Trust Total	3,311	3,036	4,144	3,350	3,593

* City Gallery Wellington revenue in 2016-17 boosted by Cindy Sherman exhibition.

** Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.

***Capital E holds the National Arts Festival for children in 2017 and 2019



TABLE 8 SPEND PER VISIT

Spend per Visit (\$)	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington*	1.07	1.63	4.67	1.57	1.53
Museums Wellington**	1.41	1.33	1.30	1.41	1.36
Capital E***	10.85	4.45	5.48	3.84	5.14
Space Place at Carter Observatory	9.88	13.92	10.38	10.12	10.10
Trust Average	3.12	2.74	3.52	2.47	2.70

*City Gallery increased spend in 2016-17 is due to the Cindy Sherman exhibition.

**Museums Wellington includes Wellington Museum, Cable Car Museum and Nairn Street Cottage.

***Capital E is hosting the Children's Festival in 2016-17 and 2018-19.

TABLE 9 COUNCIL SUBSIDY PER VISIT*

Subsidy per Visit (\$)	2014-15	2015-16	2016-17	2017-18	2018-19
City Gallery Wellington	11.79	12.87	12.87	13.78	13.60
Museums Wellington**	5.39	4.74	5.34	5.18	5.00
Capital E	26.98	22.25	14.36	14.53	14.91
Space Place at Carter Observatory	7.88	10.16	10.59	9.89	9.69
Trust Average	10.96	10.51	10.45	10.29	10.13

*Subsidy per visit is arrived at by dividing the number of visits into the Council operating grant.

**Museums Wellington includes Wellington Museum, Cable Car Museum and Nairn Street Cottage.

Note: Council's Ownership Interest

At Council's request we will include Council's direct ownership costs which relate to the assets we manage on its behalf in monitoring reports to Council. These are costs incurred by Council over which the Trust has no control and the information will be supplied by Council in a form that meets the Trust's audit requirements.



DIRECTORY

Wellington Museums Trust Office

Level 8, AMI Plaza,
342 Lambton Quay, PO Box 893, Wellington
P: 04 471 0919
E: experience@experiencewellington.org.nz
www.experiencewellington.org.nz

City Gallery Wellington

Civic Square
101 Wakefield Street
PO Box 893, Wellington
P: 04 801 3021
E: citygallery@wmt.org.nz
www.city-gallery.org.nz

Capital E

4 Queens Wharf
PO Box 893, Wellington
P: 04 913 3740, F: 04 913 3735
E: capitale@wmt.org.nz
www.capitale.org.nz

Space Place at Carter Observatory

Botanic Gardens
PO Box 893, Wellington
P: 04 910 3140
E: spaceplace@wmt.org.nz
www.museumswellington.org.nz

Wellington Museum

The Bond Store, Queens Wharf
PO Box 893, Wellington
P: 04 472 8904, F: 04 496 1949
E: museumswellington@wmt.org.nz
www.museumswellington.org.nz

Cable Car Museum

1 Upland Road
PO Box 893, Wellington
P: 04 475 3578, F: 04 475 3594
E: cablecar@wmt.org.nz
www.museumswellington.org.nz

Nairn Street Cottage

68 Nairn Street
PO Box 893, Wellington
P: 04 384 9122, F: 04 384 9202
E: nairnstreetcottage@wmt.org.nz
www.museumswellington.org.nz

Plimmer's Ark Galleries

Old Bank Arcade (timbers *in situ*)

New Zealand Cricket Museum

The Old Grandstand, Basin Reserve
PO Box 578, Wellington
P: 04 385 6602
E: cricket@wmt.org.nz
<http://nzcricketmuseum.co.nz/>

