



experience
Wellington
wellington museums trust



Wellington
Museum

Space
Place



Nairn Street
Cottage

Cable Car
Museum

City
Gallery
Wellington
To Whare Toi

EXPERIENCE WELLINGTON 2022-23 STATEMENT OF INTENT

Presented to Wellington City Council pursuant to
Section 64 of the Local Government Act 2002

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This Statement of Intent (SOI) reflects the relationship and interest that the Wellington City Council (Council) has in Experience Wellington as a Council Controlled Organisation (CCO) and our contribution to Council's vision for the future of Wellington. It responds to Council's Statement of Expectations (SOE) of 16 December 2021. On pages [10-11](#) we outline our specific response to the SOE and alignment to our strategic pou. Council owns the heritage buildings that house five of our visitor experiences and will provide around 76% (\$9.96m) of our 2022-23 budgeted revenue, with the other 24% (\$3.1m) coming from cultural grants, fundraising and trading revenues.

To achieve the best results for Wellington we will continue to work with Council and other Council Controlled Organisations (CCOs), other visitor experiences, tertiary education partners and relevant national organisations.

We have a contract with **Creative New Zealand** that supports the delivery of the Capital E National Theatre for Children and the biennial Capital E National Arts Festival for Children. The learning experiences we offer are supported through **Ministry of Education Enriching Local Curriculum (ELC)** contracts. We also regularly receive support from the **City Gallery Wellington Foundation** for City Gallery's programme. The **Carter Observatory Trust** supports our fundraising activities for Space Place.

INTRODUCTION He Whakatakinga

Kia mau ki ngā taonga a o tātou tupuna. Hold fast to the treasures of our ancestors
- Te Puea Hērangi.

Tēnā koutou,

On behalf of the Board of Trustees I am delighted to present Experience Wellington's Statement of Intent (SOI) for 2022-25 with a focus on our deliverables for the 2022-23 year.

I would like to start by thanking our principal funder Wellington City Council, as well as other key partners: Creative New Zealand, the Ministry of Education, and the City Gallery Wellington Foundation, for their continued support. Our mahi, creating remarkable experiences that strengthen the city we love, could not be undertaken without this cornerstone support.

Like so many others, we are working with COVID-19-related challenges: reduced visitation numbers, event and education capacity constraints, and the need to balance increasing financial outgoings with the emotional needs and safety of our people and visitors. This is not an easy time for anyone working in the arts, events, hospitality, or tourism sector; and the board and I applaud the resilience and adaptability shown by Experience Wellington's team in navigating the current environment. I know that our people will continue to develop and deliver high quality programming that connects Wellingtonians to extraordinary toi and taonga and celebrates our amazing stories and heritage. We will steward the six assets in our care: Cable Car Museum, Capital E Nōku Te Ao, City Gallery Wellington Te Whare Toi, Nairn Street Cottage, Space Place Te Ara Whānui ki te Rangi at Carter Observatory, and Wellington Museum Te Waka Huia O Ngā Taonga Tuku Iho, along with the city's artefact collection.

We will also continue to place 'Wellington First' by supporting the creative sector professionals that surround us in the capital. We use our position as a CCO to leverage external funds to deliver events and programmes – and to develop the city's cultural assets. Experience Wellington has an important part to play in the capital's recovery.

Forecasting our performance amid a pandemic is challenging, but we are hopeful that with our borders soon to be fully open, cruise ships returning to our shores, and our domestic markets regaining confidence, we should see a gradual increase in visitation and associated visitor spend. In planning for events and programmes, we continue to factor in the possibility that the advice on public health measures may change as new variants of COVID-19 emerge in the community. Throughout, we will not lose sight of our commitment to quality and to manaakitanga, building upon events and experiences large and small to contribute to the city's cultural, social, and economic wellbeing.

We will continue to look at fresh ways to inspire our audiences, strengthen the identities of our individual brands, and focus hard on telling the stories of our city and its people. I am optimistic that we will see Wellingtonians returning to our places time and time again. We have an exciting range of exhibitions, programmes and events planned for the year ahead, including hosting the 10th Capital E National Arts Festival for Children, working with Council to upgrade the planetarium at Space Place, which is at the end of its life, and launch an abundance of exhibitions at City Gallery Wellington that showcase the talents of artists from across Aotearoa and beyond. Having brought senior Māori leadership into our organisation, our team will also focus on the aspiration to include a Māori dimension in everything we do.

We thank Wellington City Council for its ongoing support, and will continue to partner with it, and other CCOs and industry providers, to build local awareness of all the amazing things Wellington has to offer, revitalising the city we love. We are committed to providing remarkable experiences of contemporary art, history, and science for our visitors, and look forward to welcoming you at one of our unique visitor experiences soon.

Jane Wrightson
Chair, Experience Wellington

ABOUT EXPERIENCE WELLINGTON

WHO WE ARE

We are a Council Controlled Organisation (CCO), established as an independent Charitable Trust in 1995 by Wellington City Council. We operate six unique visitor experiences: Cable Car Museum, Capital E, City Gallery Wellington, Nairn Street Cottage, Space Place, and Wellington Museum.

Wellington City Council (Council), our principal stakeholder, owns the buildings that we manage and is the main funder of our operations. We are governed by an independent Board of Trustees appointed by Council.

Our value to Wellington is measured in terms of popularity with visitors, the accolades of our peers, the social wellbeing of the city, and the connections we make with communities. Our exhibitions, events and public programmes contribute to the economic and cultural success of the city, making it a vibrant place to visit, live, work and play.



COUNCIL RELATIONSHIP PRINCIPLES | He Mātāpono

The principles governing our relationship with Council as our primary stakeholder includes:

- Operating on a “no surprises” basis so that any significant event that may affect either party is brought to their attention as soon as it can be reasonably done.
- Open and frank communication will occur between Experience Wellington and Council.
- Providing advice to Council on the management and development of museums, art galleries, space science and other relevant services within Wellington.
- Full disclosure of information will be provided to Council from Experience Wellington as deemed necessary by Council to ensure its interests are upheld.
- Disclosing within the Experience Wellington’s Strategic Plan any significant transactions that are planned.

‘The Trust was established to manage and operate Wellington Museum (formerly known as the Maritime Museum, and then Museum of Wellington City and Sea), Capital E (formerly known as Capital Discovery Place), City Gallery Wellington (formerly known as City Art Gallery), Nairn Street Cottage (formerly known as Colonial Cottage Museum) and any other assets that are acquired or operated by the Trust including the Wellington Cable Car Museum.’

Wellington Museums Trust Incorporated, Trust Deed

OUR CONTRIBUTION TO WELLINGTON

From the creative sensory experiences at Capital E's PlayHQ for our youngest tamariki, to our telescopes and educational space displays at Space Place. From the taonga and stories celebrated at Wellington Museum, Cable Car Museum and Nairn Street Cottage, to the ever-changing art exhibitions at City Gallery Wellington – there really is something for everyone at our Experience Wellington sites.

We are proud to tell the stories of the capital city so that our history is treasured and shared. We connect our audiences with local and international art, and we aim to inspire tamariki and our wider communities to learn about the world around them.

We are a collective of six unique visitor experiences, bound by an attitude that is very Wellington in personality and approach, across a spectrum of fields and interests. Our iconic brands are welcoming and inclusive, creating distinct environments for our visitors, each with its own distinct focus.

We are significant contributors to Wellington's economy and its reputation as a centre of excellence for arts, culture, and creativity. By actively collaborating with industry partners and providing outlets for creative professionals such as artists and performers, we can showcase creative talents at a time when opportunities in the sector are limited.

Our partnerships range from Council and government agencies, mana whenua, City Gallery Wellington Foundation, philanthropic relationships, creative sector colleagues and artists as well as our fellow CCOs. We purposefully partner with organisations with shared values, leading to durable, mutually valuable relationships, ultimately benefitting Wellingtonians.

As a charity, we rely on the generous support of individuals and organisations to help us provide world-class arts, heritage and science experiences that are accessible to all.



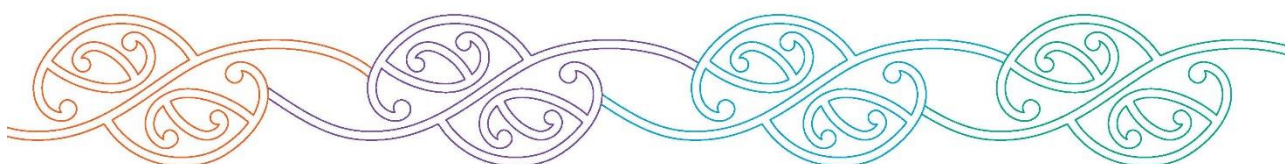
OUR STRATEGIC DIRECTION

OUR PURPOSE: Working together with and for Wellington to create remarkable experiences that generate vitality, strengthening the city we love.



OUR VISION: Engaged curious communities

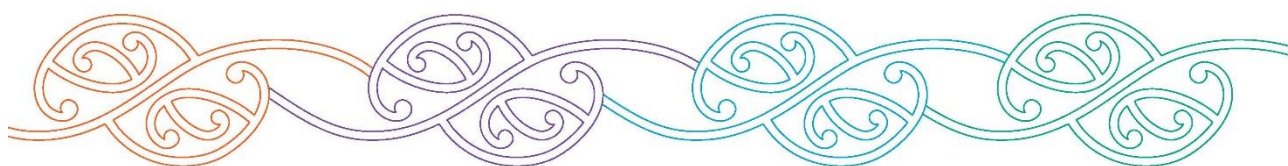
OUR STRATEGIC POU:





Strategic Priority Areas	Our objective	We will do this by:
Enriching Lives <i>Wheako Pōneke - Experience Wellington</i>	Our experiences spark emotion, curiosity and reflection: connecting communities, people and ideas.	<ul style="list-style-type: none"> Ensuring our vibrant programmes sit at the heart of our corporate planning cycle Engaging with new and diverse audiences and communities Taking risks and breaking new ground Developing sector-leading learning offerings for children and young people Connecting with our audiences to keep them coming back
Embracing Te Ao Māori <i>Ma te huruhuru te manu ka rere - Adorn the bird with feathers so that it may fly</i>	We are committed to Te Tiriti o Waitangi and support mana whenua as kaitiaki.	<ul style="list-style-type: none"> Implementing a Māori engagement strategy Building meaningful relationships with mana whenua Implementing our Māori employment strategy Developing and reflecting Experience Wellington tikanga in our practices and values Ensuring there is a Māori dimension to everything we do
Mahitahi <i>Ehara taku toa i te toa takitahi - My success is not mine alone, but of us all</i>	Our success comes from our combined expertise and strengths.	<ul style="list-style-type: none"> Providing a collaborative, vibrant and high performing organisation for our people Providing ongoing opportunities for our people to achieve, develop and learn Working together as one team
Experience Wellington Flourishes <i>Tukua kia rere – Allow to fly</i>	Our business is strong, future proofed, and true to our purpose, vision, and values.	<ul style="list-style-type: none"> Setting smart, data-led targets Continuously improving systems and processes Considering the financial and environmental impact of our decisions Nurturing stakeholder relationships Resourcing what is important for our organisation to thrive

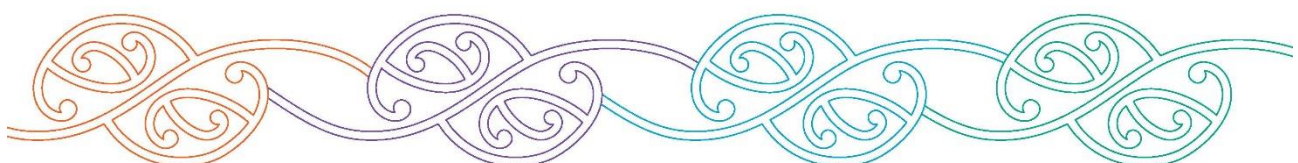


STRATEGIC PRIORITIES FOR 2022-25

Strategic Pou	Focus Area	We will ensure this is a priority by:
Enriching Lives 	Programme	<ul style="list-style-type: none"> Strategically aligning programming that connects to audience insights and targeted audience segments. This includes: <ul style="list-style-type: none"> An exciting forward programme plan of exhibitions at City Gallery Wellington Reviewing our current offerings at the Cable Car Museum, and re-positioning the site to generate greater appeal for new audiences. Refreshed curatorial content and exhibition design at Space Place Commencing our collection digitisation project Demonstrating improvements in access and inclusion in our offerings and programmes Developing programme plans that connect with our communities
Experience Wellington Flourishes 	Partnerships, Prosperity & the Planet	<ul style="list-style-type: none"> Strengthening and nurturing our current stakeholder relationships, and developing new collaborative partnerships Identifying new commercial opportunities that contribute to revenue, and developing more commercial opportunities from existing activity Increasing engagement with Wellington City Council and WellingtonNZ, and leveraging partnerships and opportunities with other CCOs Achieving Qualmark certification and having our experiences marketed by Tourism New Zealand to international audiences Continuing our commitment to environmental best practice by streamlining procurement and embedding systems to make better use of internal resources. Embedding our three-year fundraising strategy and stakeholder engagement plan. Increasing revenue from events and requests for donations, onsite and online, and embedding a charitable trust mindset in our culture. Continuing to review and streamline our business processes to achieve the best possible financial outcome.



Embracing Te Ao Māori 	Te Ao Māori	<ul style="list-style-type: none"> • Adopting our new Māori Engagement Strategy and continuing to build on our collective cultural competency including the use of te reo Māori and tikanga Māori. • Increasing recruitment of Māori staff in accordance with our Māori Employment Strategy, and tailoring support and development opportunities to existing team members who identify as Māori. • Developing partnerships with mana whenua. • Strengthening organisation-wide cultural capability with increased te reo Māori embedded in our values and our external and internal communication. • A continued focus on how te ao Māori can best be represented in everything we do
Enriching Lives 	Places	<ul style="list-style-type: none"> • Working in partnership with Council to support the stewardship of Council's cultural assets in order to achieve a safer and sustainable future for the buildings that we operate. • Continuing to work with Council to return Capital E Nōku Te Ao to Te Ngākau Civic Square, as part of the Te Matapihi Central Library Project. • Continuing to work with Council's Property Team on the Wellington Museum Development Project. • Supporting Council's Property Team with their asset management mahi.
Mahitahi 	Our People	<ul style="list-style-type: none"> • Focusing on attracting and retaining talented individuals to our organisation • Creating a workplace culture that embraces our values and fosters pride in working for our organisation • Completing an employment brand project and embedding findings and improvements that are identified. • Reviewing our organisational values using a te ao Māori framework to give our people a stronger sense of alignment and personal connection to the new values derived from this process.
Enriching Lives 	Profile	<ul style="list-style-type: none"> • Undertaking a review to strengthen our individual brands and their connection to our audiences. • Raising the profile of our individual sites and increasing brand awareness through digital and social strategies. • Analysing and developing a deeper understanding of our audiences through segmentation and insights, and their connection to our brands. • Sharing the stories of our taonga and people across targeted platforms and channels. • Continued conversations and collaboration with Council, our CCO whānau, and the city's creative ecosystem: leveraging positive relationships, and providing innovative ways to attract visitors to our city in the wake of COVID-19.



2022-23 PERFORMANCE OVERVIEW

OUR PERFORMANCE is measured by our Key Result Indicators (KRI).

In 2022-23 we expect to:

- Raise \$3.1m (24%) of our operating costs from trading initiatives and fundraising.
- Achieve an average of at least 87% approval rating from our visitors for the quality of their experience at our institutions.
- Engage with over 338,000 virtual visitors through our websites and social media channels.
- Welcome over 415,000 on-site visitors, of which around 41,800 will be children and young people visiting for a learning experience.

OUR FINANCIAL PERFORMANCE

Due to the ongoing impacts from COVID-19, increases to CPI and the Living Wage, recruitment and relativity pressures and rising costs for fuel and freight, we are not forecasting a break-even budget for 2022-23. The 2022-25 budget is based on the following assumptions:

- Reduced international visitors from pre-COVID numbers.
- Reduced domestic visitation due to COVID-related anxiety, alert level restrictions, and reduced national travel.
- Regional education groups and national school groups are reduced under orange level restrictions.
- Experience Wellington will receive \$9.96m from Council (\$8.2m in operating grants, \$1.76m accommodation rental subsidy), and the projected deficit of \$0.55m being carried by Council as a risk in 2022-23, for the operation of Experience Wellington inclusive of Space Place Te Ara a Whānui Ki Te Rangi. The annual cash underwrite for Space Place is additional to the operating grant and accommodation rental subsidy.
- There is a modest inflation-indexed increase to the prior financial year's operating grant, noting any new investment that does not align closely with Council's priorities is unlikely to be supported. The operating grant increase has been advised as 2%, rather than the current 5.9%+ CPI increase. This will pose challenges.
- We expect to generate \$3.1m in non-Council revenue in 2022-23, underscored by a marginally more certain operating environment for domestic and international visitation. Total trading income is predicted to achieve \$1.45m. Retail and admission revenue are affected by lower than usual visitation and venue hire will likely also drop a little from the current relatively high usage.
- Overall, we expect fundraising income to represent a similar result to that achieved in 2021-22 reflecting the economic conditions facing funders, philanthropic organisations, and corporates. However, we will be intensifying our efforts.
- Funding as per the Creative NZ contract (\$0.57m) and the ELC contracts with the Ministry of Education (\$0.27m) will continue in 2022-23.

The forecast financial statements are provided in [Appendix 2](#). Accounting policies are provided in [Appendix 3](#).

OUR RESPONSE TO COUNCIL'S STATEMENT OF EXPECTATION (SOE)

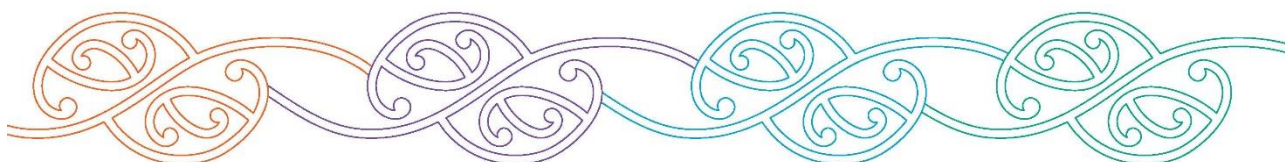
SPECIFIC EXPECTATIONS FOR EXPERIENCE WELLINGTON

Council Expectation	Our Response
Council continues to expect that the Trust will return to a breakeven financial position in 2022/23 inclusive of funding depreciation, and the Statement of Intent should respond to this.	We will be operating under strict cost control measures and focusing on robust financial management. However, given the current environment with significantly reduced international visitors, the negative impacts from COVID-19 including restricted visitor capacity, plus CPI increases, the Living Wage, recruitment, and relativity pressures, and rise to costs for fuel and freight, we will not be able to return to a breakeven position in 2022/23.
The Trust should discuss its plans for Capital E and its intended tenancy within Te Matapihi. In this context, the Trust is expected to recognise that Council is making a significant capital investment in Te Matapihi which also generates additional operational costs for Council that are ongoing. Council does not expect to increase its operational funding for the Trust in relation to the Capital E activity, beyond its annual inflation adjustments.	We are working closely with Council's Te Matapihi project team, and other stakeholders, planning for the relocation of Capital E to Te Matapihi. We have an internal Project Working Group drawn from across our teams, giving their expertise on visitor experience and space specifications. A Council-funded Project Coordinator position is dedicated to support internal administration. An internal communications strategy with regular updates and a presence on our intranet keeps the wider Experience Wellington team aware. The Chief Executive and Director Children, Young People & Community Engagement are heavily involved in the project at a higher level and sit on Te Matapihi board and control groups. A Heads of Agreement between Council and Experience Wellington guides our mahi.
The SOI is expected to articulate the opportunities that the Trust sees in response to Council's Aho Tini strategy and how the Trust will be able to contribute to Council's focus areas in this strategy, within its current operational funding.	Council's Aho Tini strategy is closely aligned with our organisation's purpose, vision and values (page 6). See page 11 for our detailed response.
Council will work with the Trust to develop a consistent and practical approach to the management and maintenance of various building assets owned by Council and operated by the Trust.	We will continue to develop good working relationships between ourselves and Council around a stronger approach to building management and maintenance. This partnership includes further developing plans for strengthening of Wellington Museum .
Council sees a role for the Trust, WellingtonNZ, and the Cable Car to work together in planning opportunities to leverage the Cable Car journey. Council expects the Cable Car to lead the planning for early interventions to celebrate the historic area at the top of the Cable Car, and to develop longer term plans for its future.	We are exploring the opportunity to develop the offerings at the Cable Car Museum leveraging the Cable Car journey and proximity to the Botanic Gardens and Space Place. We have established a close working relationship with Wellington Cable Car Company and look forward to collaborating with WellingtonNZ and the Cable Car team on this long-term project.
The Council expects that the Trust will maintain its commitment to paying the Living Wage. The annual operating grant is expected to be sufficient for the Trust to maintain this commitment and Council does not expect to receive additional requests for funding beyond the operating grant.	We are committed to paying our staff the Living Wage, noting that these costs are proposed to increase by 5% + in 2022/23. The cost of recruitment in the current market is challenging, especially for our corporate roles, where we compete with both the public and private sectors. This creates a knock-on effect relative to other roles in our organisation.

OUR ALIGNMENT TO COUNCIL STRATEGIES

Aho Tini 2030 – Arts, Culture and Creative Strategy

Experience Wellington will be a proud partner in bringing Aho Tini to life, making Wellington a truly creative capital. Our experiences build on the rich cultural traditions and identity of our capital city: our mahi in this area will be further enhanced through the revisioning of Capital E within Te Matapihi and the redevelopment of Wellington Museum as a place that reflects and amplifies the voices and stories of our diverse communities. We will continue our commitment to access and inclusion in the arts sector and higher visibility of Ngā Toi Māori by supporting our Te Rōpū Mahi Tiriti and Access and Inclusion committees, and by supporting Māori roles throughout the organisation: Te Tūhono Reo, Senior Curator Toi Māori, Senior Curator Māori (Taonga) and our Kaiako Māori. A 'Wellington First' approach is being taken to foster the success of the city's artists and arts organisations – for example, our Creative Collider and National Theatre for Children programmes pumped externally-leveraged funding back into the capital's creative ecosystem through strategic capacity building endeavours. We also work in partnership to activate the city's places and spaces via programming alliances with Council, Cuba Dupa, Children's Day and Tawhiri.



Kia Eke Panuku Māori Strategic Direction (now Tūpiki Ora Māori Strategy)

Council's Tūpiki Ora Māori Strategy closely aligns with our strategic pou, Embracing Te Ao Māori. This is a core focus for our organisation with our specific goal of bringing a Māori dimension to everything we do. We recognise we are at an early stage of this journey, and we are excited to have our new senior Māori leader, Te Tūhono Reo, on board, working with our Executive Leadership Team to guide us in this area.

It is important to us that Māori feel welcomed, connected, and represented at all our sites. This encompasses the artwork we display, in the shows we produce, and in the stories we tell. Te reo Māori signage is clear and visible, and we are currently developing bilingual and te reo Māori education programmes for our ākonga.

As an organisation we need to build on the capability and confidence of our staff to embrace te ao Māori: we encourage participation in te reo Māori lessons, and have a staff committee, Te Rōpū Mahi Tiriti, which promotes educates, and regularly engages with staff. Our aspiration is that our staff and our visitors are comfortable speaking te reo at any of our sites, and we are committed to upskilling, and building a more diverse workforce. As part of our Māori employment strategy, we are developing meaningful, sustainable employment opportunities for Māori across Experience Wellington at all levels. We have plans for targeted Māori recruitment, development, and workplace culture.

Led by Te Tūhono Reo we will be adopting our Māori Engagement Strategy to build on existing creative partnerships, engagement with Māori communities, and to develop and strengthen key partnerships with and for mana whenua. Our Māori Engagement Strategy will connect and align with Council's Tūpiki Ora Māori Strategy, and we look forward to working together to collectively advance this mahi.



Strategy for Children and Young People

We are committed to making Wellington the best place to grow up in Aotearoa. We do this by offering a wide range of learning experiences for tamariki and ākonga, including explorative sensory play, theatre shows, and interactive exhibitions. We pride ourselves on providing safe and welcoming spaces to nurture the wellbeing of our youngest while they develop their understanding of the world around them through science, history, culture, and art.

Providing a sense of “normality” for our children is important in such unprecedented times. Our sites provide spaces where kids can be kids. In response to COVID-19, we have increased our cleaning and safety precautions to ensure that they enjoy our interactive displays in a safe environment.

Our talented teams deliver unique learning experiences for schools. We support staff with continuous training to develop specific strategies to support children with diverse needs. With careful programme planning and listening to the individual needs of our schools, we ensure our sites are inclusive and welcoming spaces for all.

Implementation of Te Atakura: First to Zero



We welcome the specialist guidance from Council’s Resilience and Sustainability Team to help us make more environmentally conscious decisions. We are limited by internal resources, and the restrictions around the ages, sizes, locations, and ownership of the buildings we inhabit. We acknowledge the risks around climate change, particularly for our sea-level sites. We would love to pilot environmental initiatives for Council and can see an opportunity for offsetting our carbon emissions with the installation of solar panels at City Gallery Wellington and Space Place.

Over the past year we have been working with Council to make positive changes to our buildings where we can, including energy reviews, and upgrading lighting and HVAC systems. We will also be supporting Council’s project team consider waste minimisation in planning for the Wellington Museum development project.

Composting and recycling facilities are located at all our sites, and with some back of house staff working from home more, we are seeing less overall waste produced. Environmental sustainability is championed by a passionate internal staff committee, who provide educational resources and advice, promote events and workshops, and the use of reusable containers, limiting printing, vegetarian catering, and general environmental best practice.

We aspire to significantly reduce our contribution to landfill within the next three years, by repurposing materials across our sites, and purchasing fewer materials new. We are currently developing organisation-wide waste minimisation plans: including management of our assets, procurement plans and additional care in the deinstallation of our exhibitions and programmes.

Economic Wellbeing Strategy



We support Councils’ Economic Wellbeing Strategy by providing safe, culturally diverse, accessible, inclusive, and welcoming spaces for all visitors. We provide a ‘Wellington First’ approach by prioritising local talent and partnerships and are proud to be a vital part of an interwoven eco-system alongside accommodation providers, retail outlets, restaurants, and other venue and tourism sites – together contributing to the economic wellbeing of our city.

SIGNIFICANT PROJECTS

SUPPORTING CAPITAL E'S INVOLVEMENT IN TE MATAPIHI

For the last four years, we have been working alongside Council to reignite the spark of Te Ngākau Civic Square as the capital's cultural hub of creativity and connection. We are thrilled to be part the project group working on purpose-built spaces for Capital E within Wellington's central library Te Matapihi. Capital E Nōku Te Ao and Te Matapihi share clear alignment in purpose and in offerings. Our kaupapa has always been to create extraordinary experiences for, with, by, and between children and young people. Today's libraries are spaces where the community can connect and engage, to discover, innovate, create and showcase ideas, which has strong synergies with the mahi of Capital E.

This ambitious project is confirmed as part of the Council's 2021-31 Long Term Plan, with the site scoped to open in late 2025. Our involvement includes representation on the Project Board, Design Control Group, and other workshops. We are grateful to Council for funding our dedicated Te Matapihi Project Coordinator. Experience Wellington's partnership with Council is underpinned by a Heads of Agreement.

GOAL: Capital E is fully operational within Te Matapihi when Te Matapihi opens in 2025.

A MUSEUM WITHOUT WALLS - PUTTING OUR COLLECTIONS ONLINE

Our collections of incredible taonga need to be shared and celebrated in the most accessible way possible – connecting our amazing sites with an accessible online presence. Therefore, we are exploring the opportunity to create a Collections Online facility featuring Wellington Museum and affiliated collections. Provision of broader and more immediate access to collections information will highlight the significance of the collections, position the museum as a key resource for researchers, and generate opportunities for collaborative initiatives with like institutions. Moreover, disseminating information about the museum's collecting and research priorities will generate opportunities for acquisitions including co-collecting projects with local communities.

This initiative will also provide an opportunity to review, correct, and update collection records. In addition, it will create professional development opportunities for staff including improving knowledge of collections management applications and enhanced interaction with existing and potential audiences. This exciting digital initiative will also inform the development of unique visitor experiences, both virtual and physical.

GOAL: A project and fundraising plan will be developed by the end of Q1.

SPACE PLACE REDEVELOPMENT

Space Place at Carter Observatory is home to the lower North Island's only planetarium, and proudly showcases mātauranga Māori alongside western astronomy. We are working with Council on a five-year plan to replace end-of-life planetarium projectors and software, alongside IT and audio-visual equipment, and exhibition interpretation. We will also be increasing Māori and Pasifika content to complement *Ngā Tohunga Whakatare – The Navigators* show, with the objective of Space Place becoming a centrepiece of Wellington's Matariki celebrations.

GOAL: The asset replacement plan for Space Place has been agreed with Council and equipment and interpretation replacement starts to roll out from Q1.

REPOSITIONING THE CABLE CAR MUSEUM

Pre-COVID-19, the Cable Car Museum was the most popular of all our sites, attracting well over 200,000, mainly international, visitors every year. Now, with cruise ships not entering Te Whanganui-a-Tara for the immediate future, it is important we ensure the Cable Car Museum is equally as appealing for our Aotearoa audience. The Cable Car is an iconic Wellington landmark, and we look forward to working with the Cable Car Company team to creatively connect our two experiences and reinvigorate and attract local visitors to our combined spaces.

GOAL: Cable Car Museum's exhibition is reviewed, with content and brand repositioned to meet the needs of the domestic market by end of Q2.

STEWARDSHIP COUNCIL'S ASSETS

Our staff and visitors enjoy the privilege of occupying Council's assets, however the age of these buildings, some of which enjoy historic status, pose challenges in terms of maintenance, watertightness, heating, and ventilation. We are looking forward to continuing dialogue with Council's Property Team who have committed to conducting condition assessments at our sites, and for Council's asset management plans to be updated, with resulting costs to be included in the next LTP process as a result.

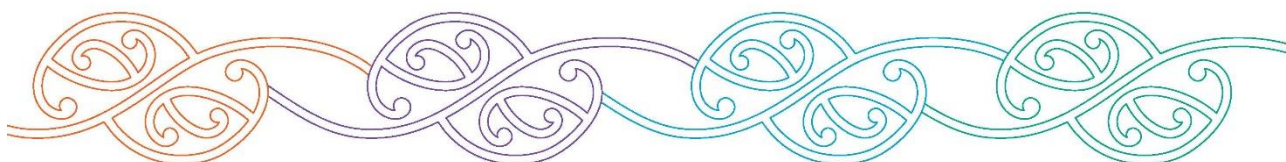
GOAL: Experience Wellington and Council teams work together to develop asset management plans for the 2024 Long-Term Plan based on 2022 condition assessments.

WELLINGTON MUSEUM AND REIMAGINING THE EXHIBITION

In conjunction with Council, we are planning to close Wellington Museum Te Waka Huia o Ngā Taonga Tuku Iho for earthquake strengthening by 2024/25. Working with Council and consultants through the Project's remaining design stages, including consents, and contractor procurement, we are preparing for the decant of the Museum prior to the building being handed over to the building contractor.

Taking a community-focused approach, we will be working alongside a network of partnerships to enable access to Wellington's heritage collections and stories while the building itself is closed. The period of closure (estimated two years) will depend on the final strengthening approach and will affect our revenue-generating capability for the duration of the construction work.

GOAL: Plans for the Museum decant, reimagined exhibition and fundraising are in place by the end of Q4.



PERFORMANCE MEASUREMENTS | Paearu Mahi

Our Key Performance Indicators (KPIs) as required by Council are set out in the charts below. We have also set internal targets to align with key themes from Council's 2021-31 Long-term Plan (LTP) – Environmental, Social, Cultural, and Economic. These will be presented throughout our 2022-23 Annual Report and will highlight the key focus areas identified by our Board: People, Planet, Prosperity, Programming and Profile.

We strive to continuously review and refine performance measurements over the planning period to reflect the needs of our stakeholders, and to provide information that helps to assess the impact Experience Wellington makes on Wellington's prosperity and liveability.

Given uncertainties with COVID-19, we have taken a cautious approach with visitation, and have based our numbers on industry assumptions that there will be a gradual return of international tourists over the next three years.

We have also included the Council-led strengthening and upgrade of Wellington Museum beginning in 2024/25 (which would allow for a period of closure for two years).

Targets have been included for the 10th Capital E National Arts Festival for Children in Q4 of 2022-23.

The above assumptions and impacts of COVID-19 on visitation and our financial position are reflected in the following performance measures:

KEY PERFORMANCE INDICATORS

Our City

City Residents' Awareness: The number of Wellingtonians who know about our institutions as assessed through the Annual Residents' Survey conducted by Council.

Residents' Awareness	2020-21 Actual	2021-22 SOI	2022-23	2023-24	2024-25
City Gallery Wellington	88%	95%	88-92%	88-92%	88-92%
Wellington Museum	91%	95%	91-95%	91-95%	91-95%
Capital E	74%	90%	80-85%	80-85%	80-85%
Cable Car Museum	89%	95%	92-95%	92-95%	92-95%
Space Place	87%	92%	89-93%	89-93%	89-93%
Nairn Street Cottage	47%	54%	49-57%	49-57%	49-57%

In consultation with Council's Research & Evaluation team a target range has been determined as an appropriate KPI.

Our Visitors

Physical Visitation: The total number of on-site visits to institutions including the public, education, and function attendees. The annual target is reviewed each year and benchmarked against the average visitation for the institution during the previous three years.

Visitor Numbers	2020-21 Actual	2021-22 SOI	2022-23	Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	2023-24	2024-25
City Gallery Wellington	88,885	150,250	112,500	25,000	30,000	32,500	25,000	120,000	130,000
Wellington Museum	105,623	100,000	85,000	20,000	20,000	25,000	20,000	90,000	0*
Capital E	58,085	59,770	71,000	10,000	10,500	15,000	35,500	60,000	65,000
Cable Car Museum	114,236	125,000	106,000	20,000	23,000	33,000	30,000	130,000	150,000
Space Place	38,641	44,000	40,000	7,500	10,000	12,500	10,000	45,000	50,000
Nairn Street Cottage	471	1,400	500	0	100	200	200	600	800
Experience Wellington Total	405,941	480,420	415,000	82,500	93,600	118,200	120,700	445,600	395,800

- A modified 10th Capital E National Arts Festival for Children will take place in Q4 of 2022-2023 (deferred from 2021), and numbers are based on 'Orange Level' restrictions.
- Strengthening work at Wellington Museum will see the building close for an estimated two-year period, from 2024/25*

Virtual Visitation: The total number of unique user visits to institutional web/mobile sites.

Virtual Visitor Numbers	2020-21 Actual	2021-22 SOI	2022-23	2023-24	2024-25
City Gallery Wellington	104,172	80,000	105,000	107,000	108,000
Museums Wellington	135,949	100,000	105,000	110,000	112,000
Capital E	56,299	38,000	40,000	40,000	42,000
Experience Wellington Total	*296,420	218,000	250,000	257,000	262,000

*Wide-reaching international interest in the Mittens exhibition and online programming for tamariki during and post lockdown.

Social Media Profile: A snapshot of Facebook friends, Instagram and Twitter followers and YouTube views.

Social Media Numbers	2020-21 Actual	2021-22 SOI	2022-23	2023-24	2024-25
City Gallery Wellington	43,438	43,000	48,850	51,200	53,760
Wellington Museum	15,233	15,120	16,750	17,650	17,800
Capital E	9,796	10,000	10,500	12,500	12,800
Space Place	10,693	10,910	11,300	11,900	12,000
Nairn Street Cottage		-	720	800	820
Experience Wellington Total	79,746	79,030	88,120	94,050	97,180

Wellington Museum includes the Museums Wellington combined account for Instagram and YouTube.

Quality of Visit (overall satisfaction): Visitor feedback provided via surveys are based on ease of access, friendliness of staff, and level of comfort.

Quality of the Visitor Experience	2020-21 Actual	2021-22 SOI	2022-23	2023-24	2024-25
City Gallery Wellington	85%	88%	85%	85%	85%
Wellington Museum	89%	90%	90%	90%	-
Capital E	94%	90%	90%	90%	90%
Cable Car Museum	80%	80%	80%	80%	80%
Space Place	89%	90%	90%	90%	90%
Nairn Street Cottage	97%	90%	90%	90%	90%

- Strengthening work at Wellington Museum will see the building close for an estimated two-year period from 2024/25

Children & Young People Visiting for a Learning Experience: The number of students (aged 0-18 years) participating in a learning experience organised by their education provider.

Learning Experience Visitors	2020-21 Actual	2021-22 SOI	2022-23	2023-24	2024-25
City Gallery Wellington	2,907	4,500	3,050	4,500	4,500
Museums Wellington	3,269	7,000	4,500	4,500	1,000
Capital E	17,763	23,400	28,550	19,940	55,324
Space Place	2,922	3,500	5,700	5,700	5,700
Experience Wellington Total	26,861	38,400	41,800	34,640	66,524

- Figures include curriculum-aligned learning experiences which are supported by the Ministry of Education through its ELC programme and self-directed and outreach learning experiences.
- The 10th Capital E National Arts Festival for Children will take place in 2023 (deferred from 2021 owing to COVID-19 increasing visitation in that year).
- Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.
- Strengthening work at Wellington Museum will see the building close for an estimated two-year period, from 2024/25. The Learning Team will conduct outreach visits during that period.

Our Sustainability

Financial Performance: Due to the ongoing negative impacts from COVID-19 we are not forecasting a breakeven budget for 2022-23. We are however working towards a breakeven budget for 2023-24 and 2024-25.

Non-Council Revenue: The total amount of revenue (net of costs) generated from non-Council sources:

Trading includes admissions, retail, venue hire, sub-letting, and interest. Fundraising includes donations, sponsorships, other grants, and cultural grants (CNZ and MoE for ELC). Retail sales and venue hire are significantly reduced in line with forecast visitation.

Trading (\$'000)	2020-21 Actual \$000	2021-22 SOI \$000	2022-23 \$000	2023-24 \$000	2024-25 \$000
City Gallery Wellington	206	740	250	340	330
Museums Wellington	511	536	450	350	350
Capital E	148	138	220	200	240
Space Place	496	490	500	620	630
Sub Total	1,361	1,904	1,420	1,510	1,550
Sub-letting, Interest & Other	5	30	30	88	91
Experience Wellington Total	1,366	1,934	1,450	1,598	1,641
Fundraising (\$'000)	2020-21 Actual \$000	2021-22 SOI \$000	2022-23 \$000	2023-24 \$000	2024-25 \$000
City Gallery Wellington	345	560	350	600	650
Museums Wellington	139	116	150	72	75
Capital E	1,359	623	850	900	925
Space Place	503	78	100	90	100
Trust Office	104	520	50	50	50
Experience Wellington Total	2,450	1,897	1,500	1,712	1,800

The trading figures from 2020 are shown net of cost of sales.

Spend per Visitor: Visitor related revenue.

Spend per Visit (\$)	2020-21 Actual \$	2021-22 SOI \$	2022-23 \$	2023-24 \$	2024-25 \$
City Gallery Wellington	2.32	4.93	2.22	2.83	2.54
Museums Wellington	2.32	2.37	2.35	1.59	2.32
Capital E	2.54	2.31	3.10	3.33	3.69
Space Place	12.84	11.14	12.50	13.78	12.60
Experience Wellington Total	3.36	3.96	3.42	3.39	3.92

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

A modified 10th Capital E National Arts Festival for Children will take place in 2023 (deferred from 2021 owing to COVID-19) increasing visitation.

Strengthening work at Wellington Museum will see the building close for an estimated two-year period, from 2024/25.

Our People

Health and Safety: No notifiable incidents involving workers or visitors as defined by the Health and Safety at Work Act 2015.

Number of Notifiable Incidents	2020-21 Actual	2021-22 SOI	2022-23	2023-24	2024-25
Experience Wellington Total	1*	0	0	0	0

*The notifiable incident from 2020-21 involved a staff member injured at an external venue. As PCBU we take joint responsibility for this.

Employee Engagement: is regularly monitored. Engagement trends are reported to the Board via the PPS Committee, including tracking the employee engagement of our diverse workforce. We are in the process of developing performance metrics to specifically support our te ao Māori journey, along with our other strategic priorities.

Council's Subsidy per Visit

The Council subsidy per physical visitor (excluding online engagement) is calculated first by dividing the number of forecast visits into the operating grant received from Council. Council's ownership costs such as insurance, maintenance and depreciation are then added to provide an estimate of the full subsidy per visit. The information regarding ownership costs is supplied by Council.

Operating subsidy per visit

Subsidy per Visit (\$)	2020-21 Actual \$	2021-22 SOI \$	2022-23 \$	2023-24 \$	2024-25 \$
City Gallery Wellington	27.43	17.64	20.80	19.89	18.72
Museums Wellington	9.59	10.15	10.59	9.37	13.99
Capital E	30.78	32.52	24.16	29.17	27.46
Space Place	13.82	8.85	10.05	9.11	8.36
Experience Wellington Total	21.32	18.30	15.63	14.84	17.04

Subsidy per Visit forecast is based on the probable percentage of the operating grant received from Council as follows:

City Gallery Wellington – 30%

Museums Wellington (Wellington Museum, Cable Car Museum and Nairn Street Cottage) – 26%

Capital E – 22%

Space Place – 4.9% plus the cash underwrite

Central services provided through the Executive Office – 17.1%

Capital E will present the Capital E National Arts Festival for Children in 2022-23.

EXPERIENCE WELLINGTON OPERATIONS

Management

Led by the Chief Executive, our Executive Leadership Team (ELT) leads teams working across our organisation to grow and develop our unique brand and visitor experiences for our audiences. Our ELT are highly experienced in their respective fields and have a strong sense of collective responsibility, working together as one team for Experience Wellington's success.

Our teams work across our sites in the following groups:

- Art and Heritage
- Children, Young People and Community Engagement
- Exhibitions and Project Delivery
- Fundraising, Marketing and Communications
- Māori Engagement
- Operations – People, Finance, Commercial, and Visitor Services

Capability

Our staff bring expertise in leadership, strategic thinking, knowledge of heritage collections, art, science, and creativity, and we appreciate their flexibility to go the extra mile to serve our audiences.

We will continue to focus on developing leadership capability to support collaborative team processes and practices. Our employee engagement strategies drive culture improvements and are directly informed by our people, who are continuously providing feedback via our employee engagement tool.

We are stronger together and are committed to the principle of collaboration and shared services. We work with Council, its associated organisations, and sector partners.

Operational Efficiencies

We have upgraded our business systems to enable efficient integration across all our platforms, including CRM database (Salesforce), retail system (Vend), and cloud-based ticketing and venue hire. Our people are connected via Office 365, allowing the ability to work across our sites and remotely. We will continue to assess each purchasing decision made, whether we can reuse or repurpose materials, and to ensure we are making the best use of every dollar that is spent.



RISK ASSESSMENT

Risk Management and Business Continuity

Our Risk Profile is reviewed regularly at executive and board level and identifies events and/or circumstances and the impact that these have on our operation using a system that ranks the probability and level of impact of the event. It includes risk management strategies such as recovery plans for specific events which carry high risk values.

Our ability to continue to operate following a major event will depend on factors outside of our control such as the extent of material damage to buildings. Business Continuity Plans have been developed at all sites.

We acknowledge that under the Health and Safety at Work Act 2015 we share Person Conducting a Business or Undertaking (PCBU) responsibilities with Council regarding Council buildings we manage and occupy.

Assessed risks which carry a lower risk value tend to be within our operational purview except for risks associated with buildings maintenance and plant performance issues which are Council's responsibility. Building and plant issues that are likely to affect business continuity or present a risk to health and safety of workers and visitors are immediately brought to Council's attention.

Wellbeing, Health & Safety

Our wellbeing, health and safety goal is a zero-harm culture and we have adopted rigorous systems and processes to ensure Health and Safety compliance, and we work closely with Council to ensure that our approach is consistent with its expectations. This is particularly relevant in the context of building management where our Health and Safety obligations overlap.

The Board maintains a high degree of awareness of the legislation related to its activities. This includes a Wellbeing, Health and Safety Management Framework that identifies and prioritises the management of critical areas of risk. This is regularly reviewed, monitored, and verified for effectiveness. Where Council and the Trust have shared responsibilities and overlapping duties, then all parties ensure there is effective consultation and co-operation to eliminate or minimise the risks and keep all those in the vicinity of our workplaces safe.

We are committed to continuous improvement of our organisation effectiveness with the objective of being an employer of choice demonstrating whanaungatanga. Our wellbeing strategy aims to build a collaborative and high performing work environment. We have invested in training to support managers navigating wellbeing with their teams, and to increase awareness and skill including mental health training programmes.

Our number one priority is to keep our visitors and our staff safe, and we are fortunate that many of our venues are large enough to allow for physically distanced experiences.

Insurance

We have adequate insurance cover to meet specific business needs and deductibles are in line with generally accepted risk management principles and affordability.

Risk to Achieving Council KPIs

KPI	Risk Description	Mitigation
Visitor numbers	Impacts from COVID-19, reputational risk	<ul style="list-style-type: none"> Actively targeting our audiences, keeping them up to date with our current visitor experiences Ensuring we are providing safe spaces with adequate social distancing and increased hygiene measures in place Ensuring alternative ways to engage visitors other than on-site. Marketing and communications strategies in place. Audience analysis and insights informing programming and marketing.
Financial targets	Operating revenue threatened	<ul style="list-style-type: none"> Continuing active conversations with Council and other funders to ensure what we deliver is in line with their expectations. Establish additional sources of commercial revenue. Operating a 'no surprises' policy with Council.
Wellbeing, Health & Safety	A serious accident/incident	<ul style="list-style-type: none"> Continuing to revisit and assess our Wellbeing, Health and Safety Work Programme, which is governed by our Board of Trustees. Effective support systems in place for staff including EAP services, team building, training, effective communication. Plan, Policies and Procedures in place that reflect the Health and Safety at Work Act 2015.
Fundraising	Breakdown in sector relationships and partnership funding. *Loss of MCH funding for Museum Redevelopment Project	<ul style="list-style-type: none"> Ensuring we are dedicating resources to this area of our business Building and nurturing sector relationships by keeping funding partners up to date with our programme of activity Alignment with funders' objectives/values Establish and maintain realistic revenue expectations

*Tagged funds of \$478k would need to be returned to MCH if not used for earthquake strengthening within the agreed timeframe.

APPENDICES

APPENDIX 1: BOARD'S APPROACH TO GOVERNANCE | Ta Poari Rapunga Whakaaro

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

The Board meet regularly and operates two committees (listed below) which review relevant matters prior to consideration by the full Board. 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 regarding financial reporting, risk management and legislative compliance.

People, Performance and Safety (PPS) Committee supports the Chief Executive in carrying out their responsibilities as the employer of all staff and assists the Board in chief executive matters and to meet its due diligence responsibilities regarding Experience Wellington's compliance with the Health and Safety at Work Act 2015.

Board Membership

Trustee	Term Expires	Committees
Jane Wrightson, Chair	31 December 2024 (2 nd term)	<i>Ex officio</i> of PPS and A&R
Peter Jackson	30 June 2022 (1 st term)	Chair PPS
Peter Johnston	30 June 2022 (1 st term)	A&R
Martin Matthews	31 December 2024 (1 st term)	Chair A&R
Heather Galbraith	31 December 2024 (1 st term)	PPS
Cr Laurie Foon	8 October 2022 (1 st term)	
Suzanne Snively	30 May 2025 (1 st term)	

NB. Board appointment is for a three-year term. Trustees may be reappointed to the Board provided the total number of years served by a Trustee does not exceed nine years.

Board Performance

The Board strives to meet best practice governance standards and will undertake an annual review of the overall Board, individual Trustees, and the Chair's performance, and report to the Chief Executive of Council by 30 September 2022.

APPENDIX 2: FORECAST FINANCIAL STATEMENTS | He Matapae Mō Ngā Tauāki Pūtea

Forecast	STATEMENT OF FINANCIAL PERFORMANCE	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/22	Experience Wellington Total (\$'000)	30/09/22	31/12/22	31/03/23	30/06/23	30/06/23	30/06/24	30/06/25
Revenue								
1,436	Trading Income (Net)	350	350	375	375	1,450	1,598	1,641
8,040	Council Operating Grant	2,050	2,050	2,050	2,050	8,200	8,364	8,531
970	Council Resilience Fund				0	0	0	0
1,769	Council Rental Grant	442	442	442	442	1,768	1,769	1,769
950	Grants	250	250	350	350	1,200	1,312	1,350
650	Sponsorships and Donations	60	80	80	80	300	400	450
1	Investment Income	3	0	3	0	6	10	12
90	Other Income	40	40	40	40	160	200	220
13,906	Total Revenue	3,195	3,212	3,340	3,337	13,084	13,653	13,973
Expenditure								
7,385	Employee Costs	1,914	1,915	1,939	1,952	7,720	7,670	7,824
1,339	Council Rent	335	335	335	335	1,340	1,339	1,339
2,348	Exhibitions & Programmes	320	400	410	617	1,747	1,815	1,945
494	Marketing & Promotions	120	120	120	125	485	485	485
1,365	Occupancy Costs (excluding Council Rent)	284	293	392	397	1,366	1,392	1,421
86	Communication Costs	26	26	26	26	104	106	108
96	Trustee Fees & Expenses	28	28	28	28	112	112	112
250	Technology Costs	40	40	40	40	160	149	154
103	Professional Fees	26	26	26	26	104	90	90
140	Administration Expenses	46	46	42	43	177	175	175
300	Depreciation	80	80	80	80	320	320	320
0	Interest	0	0	0	0	0	0	0
13,906	Total Expenditure	3,182	3,272	3,401	3,630	13,635	13,653	13,973
0	Net Surplus/(Deficit) before Taxation	(24)	(97)	(98)	(332)	(551)	0	0
0	Taxation Expense	0	0	0	0	0	0	0
0	Net Surplus/(Deficit)	(24)	(97)	(98)	(332)	(551)	0	0
0.00%	Operating Margin	-0.75%	-3.02%	-2.93%	-9.95%	-4.21%	0.00%	0.00%

Assumptions

WCC operating grant increases by 2% p.a.

30/06/22	Experience Wellington Total (\$'000)	30/09/22	31/12/22	31/03/23	30/06/23	30/06/23	30/06/24	30/06/25
Shareholder/Trust Funds								
2,155	Share Capital/Settled Funds	2,155	2,155	2,155	2,155	2,155	2,155	2,155
0	Revaluation Reserves	0	0	0	0	0	0	0
447	Restricted Funds	447	447	447	447	447	447	447
1,394	Retained Earnings	1,394	1,394	1,394	843	843	843	843
3,996	Total Shareholder/Trust Funds	3,996	3,996	3,996	3,445	3,445	3,445	3,445
Current Assets								
40	Cash and Bank	40	40	40	40	40	40	40
260	Accounts Receivable	435	770	631	600	600	600	600
189	Other Current Assets	189	260	260	189	189	189	189
489	Total Current Assets	664	1070	931	829	829	829	829
Investments								
1438	Deposits on Call	2883	1250	2810	599	599	599	599
0	Other Investments	0	0	0	0	0	0	0
1,438	Total Investments	2,883	1,250	2,810	599	599	599	599
Non-Current Assets								
3364	Fixed Assets	3364	3364	3364	3364	3364	3364	3364
293	Other Non-current Assets	300	300	300	300	300	300	300
3,657	Total Non-current Assets	3,664	3,664	3,664	3,664	3,664	3,664	3,664
5,584	Total Assets	7,211	5,984	7,405	5,092	5,092	5,092	5,092
Current Liabilities								
1270	Accounts Payable and Accruals	2893	1630	3099	1325	1325	1325	1,325
318	Other Current Liabilities	322	358	310	322	322	322	322
1,588	Total Current Liabilities	3,215	1,988	3,409	1,647	1,647	1,647	1,647
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	0	0	0	0	0	0	0
0	Total Non-Current Liabilities	0	0	0	0	0	0	0
3,996	Net Assets	3,996	3,996	3,996	3,455	3,455	3,445	3,445
1.21	Current Ratio	1.10	1.17	1.10	0.87	0.87	0.87	0.87
0.72	Equity Ratio	0.55	0.67	0.54	0.68	0.68	0.68	0.68

Assumptions

Replacement for fixed assets will equal depreciation each year

Forecast	STATEMENT OF CASH FLOWS	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/22	Experience Wellington Total (\$'000)	30/09/22	31/12/22	31/03/23	30/06/23	30/06/23	30/06/24	30/06/25
Operating Cash Flow								
<i>Cash provided from:</i>								
1,936	Trading Receipts	350	350	375	375	1,450	1,598	1,641
10,779	WCC Grants	4,542	442	4,542	442	9,968	10,133	10,300
950	Other Grants	250	250	350	350	1,200	1,312	1,350
650	Sponsorships and Donations	60	80	80	80	300	400	450
1	Investment Income	3	0	3	0	6	10	12
90	Other Income	40	40	40	40	160	200	220
14,406		5,245	1,162	5,390	1,287	13,084	13,653	13,973
<i>Cash applied to:</i>								
7,385	Payments to Employees	1,914	1,915	1,939	1,952	7,720	7,532	7,683
7,081	Payments to Suppliers	1,843	837	1,848	1,505	6,043	5,801	5,970
42	Net GST Cash Flow	0	0	0	0	0	0	0
0	Interest Paid	0	0	0	0	0	0	0
14,508		3,757	2,752	3,787	3,457	13,753	13,333	13,653
-102	Total Operating Cash Flow	1,488	(1,590)	1,603	(2,170)	(669)	320	320
Investing Cash Flow								
<i>Cash provided from:</i>								
0	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
<i>Cash applied to:</i>								
157	Purchase of Fixed Assets	80	80	80	80	320	320	320
0	Other	0	0	0	0	0	0	0
157		80	80	80	80	320	320	320
-157	Total Investing Cash Flow	(80)	(80)	(80)	(80)	(320)	(320)	(320)
Financing Cash Flow								
<i>Cash provided from:</i>								
0	Drawdown of Loans	0	0	0	0	0	0	0
0	Other WCC Financing	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
<i>Cash applied to:</i>								
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	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0
-259	Net Increase/(Decrease) in Cash Held	1,408	(1,670)	1,523	(2,250)	(989)	0	0
1,737	Opening Cash Equivalents	1,478	2,886	1,216	2,739	1,478	489	489
1,478	Closing Cash Equivalents	2,886	1,216	2,739	489	489	489	489

Forecast	CASH FLOW RECONCILIATION	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/22	Experience Wellington Total (\$'000)	30/09/22	31/12/22	31/03/23	30/06/23	30/06/23	30/06/24	30/06/25
0	Operating Surplus/(Deficit) for the Year	(24)	(97)	(98)	(332)	(551)	0	0
	Add Non-Cash Items:							
300	Depreciation	80	80	80	80	320	320	320
0	Other	0	0	0	0	0	0	0
300		80	80	80	80	320	320	320
	Movements in Working Capital							
500	(Increase)/Decrease in Receivables	(175)	(335)	139	31	(340)	0	0
-45	(Increase)/Decrease in Other Current Assets	3	(5)	7	(5)	0	0	0
2	Increase/(Decrease) in Accounts	0	0	0	4	4	0	0
(859)	Increase/(Decrease) in Other Current Liabilities	1,604	(1,233)	1,475	(1,948)	(102)	0	0
(402)		1,432	(1,573)	1,621	(1,918)	(438)	0	0
	Net Gain/(Loss) on Sale:							
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
-102	Net Cash Flow from Operations	1,488	(1,590)	1,603	(2,170)	(669)	320	320

APPENDIX 3: ACCOUNTING POLICIES

Significant Accounting Policies

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

1. Reporting entity

The Wellington Museums Trust Incorporated, trading as Experience Wellington, is a Registered Charity CC22571 under the Charities Act 2005. It is a Council Controlled Organisation (CCO) in terms of the Local Government Act 2002.

The forecast financial statements of Experience Wellington for 2022-23 onwards includes the activities of the following business units - the Experience Wellington Executive Office, Capital E, City Gallery Wellington, Museums Wellington covering Wellington Museum, Nairn Street Cottage, the Wellington Cable Car Museum, and Space Place at Carter Observatory.

The principal activity of Experience Wellington 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, Experience Wellington is a public benefit entity (public sector).

Experience Wellington 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 forecast 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.

Experience Wellington 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 forecast financial statements are prepared on the historical cost basis.

c) Presentation currency

These forecast 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 Experience Wellington 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 Experience Wellington'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 is 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 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 2019 is appropriate and that no impairment has occurred.

c) Intangible assets

Computer software

Software applications that are acquired by Experience Wellington 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
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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 Experience Wellington'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 for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is also recognised in the surplus or deficit.

h) Employee benefits

Long service leave: Experience Wellington'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 Statement of Financial Position date.

i) Provisions

A provision is recognised when Experience Wellington 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

Experience Wellington'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 recognised 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 amortised to income throughout the period of the exhibition.

(iii) Donations

Cash donations from the community are recognised in the Income Statement at the point at which they are receipted into Experience Wellington'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

Experience Wellington 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 Experience Wellington 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, Experience Wellington may have to provide for further liabilities that might arise, and to reclassify property, plant, and equipment as current assets.

n) Income tax

Experience Wellington is a Registered Charity and is exempt from income tax. Experience Wellington 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

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

5. Activities for which compensation from Council is sought

Experience Wellington seeks funding of \$8,200K for the core operation including Space Place at Carter Observatory and an accommodation rental subsidy of \$1,768K for the 2022-23 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 2022 the ratio of shareholders' funds to total assets is 0.72 and this is maintained in the forecasted Statement of Financial Position as at 30 June 2022.

7. Significant Obligations/Contingent Liabilities

Experience Wellington currently holds no cash reserves to meet operational requirements and to mitigate risks.

Experience Wellington has no contingent liabilities.

8. Distribution to Settlor

Experience Wellington does not make a distribution to the Settlor.

APPENDIX 4: 2022-23 PROGRAMME OF ACTIVITY

Every year we provide an array of unique visitor experiences at all our sites. From the stories of Wellington to exploring the southern skies, to the vast array of educational experiences we provide to thousands of school children. We proudly contribute to the social wellbeing of our city with regular programming and exhibitions on offer.



Art nourishes our souls and fires our imaginations. City Gallery Wellington Te Whare Toi provides ground-breaking exhibitions and learning programmes that make the best of contemporary art accessible to all. We are proud to be able to offer customised programmes for groups with specific needs such as *Gallery Babes* where mātua can bring their pēpi to meet with other caregivers to enjoy relaxed gallery tours, or *Gallery Seniors* where our tūnohunohu can join others aged over 65 for a relaxed and social guided tour.

Throughout the year we will continue to offer a range of contemporary art exhibitions, including *Maturau* curated by Wellington-based Māori artist, educator, and curator, Shannon Te Ao, whose exhibition considers what it means to be an artist working within Te Ao Māori at a time of COVID-19.



PlayHQ is Capital E's public play space, made for the city's youngest creatives. There's plenty of opportunity for children to be creative, have a dance, a sing-along, and for the grownups to sit and enjoy connecting in a safe and welcoming space. Situated above PlayHQ are two bespoke digital and film studios, where we welcome rangatahi from across Aotearoa to create stories, music, apps and animation together. These studios host thousands of young people in school visits, as well as in holiday programming every year.

Capital E's National Theatre for Children creates, produces, presents, and tours high quality dynamic theatre and performing arts experiences for children aged 2 – 12 years that is relevant, transformative, and fun. We believe every young New Zealander should have the opportunity to experience the best performance art that speaks of Aotearoa and their place in the world. The Capital E team also works in partnerships across the capital's creative sector: providing child-focussed goodness for Cuba Dupa, Children's Day and other events.



Wellington Museum tells the stories of Te Whanganui-a-Tara through interactive exhibitions and local taonga reflecting our city's rich social and cultural history. Visitors can explore the museum's four floors independently or gain more insight by booking a *Cup of Curiosity Tour* or *Ship 'n' Chip Tour* which includes a trip to Matiu/Somes Island. In association with Autism New Zealand, we welcome our neurodiverse communities to explore local taonga in a calm and quiet space at one of our low-sensory hours held monthly and featuring reduced light and sound.



Visitors can enjoy a step back in time to learn about one of our earliest transport systems, the Cable Car. This unique visitor experience explores the establishment of one of Wellington's most iconic objects, how the technology has shaped Wellington, and the refurbishment of the historic 1905 Grip Car.



Just a short stroll through the Botanical Gardens you'll find Space Place which regularly hosts school groups to learn and explore the galaxy around us. *Astronomy on Tap* is also offered monthly at Space Place, where visitors can "cheers" to the stars with complimentary drink in hand, exploring the night sky in the stunning, full-dome planetarium.



Guided Tours are offered at one of Wellington's oldest homes, Nairn Street Cottage. Each room is dedicated to a member of the Wallis family (the original occupiers) and decorated according to their era and style. In the Visitor Centre next door, your guide will uncover wider historical context that influenced the cottage's construction and changes. The authentically presented heritage garden in the back yard is a beautiful example of living history and is always available to the public.

