



Experience Wellington

2023-24 Statement of Intent

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

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Foreword

Tēnā koutou,

Experience Wellington is facing significant challenges this year. We are looking forward to working collaboratively with Wellington City Council as we take a long-term approach to delivering world-leading experiences across each of our six sites for future generations of Wellingtonians.

Our top priority will be navigating a number of complicated and significant infrastructure projects which impact on our audiences. Alongside this we are driving towards financial sustainability in an environment of rising costs and limited revenue generation, influenced by reduced visitor numbers as two of our sites are affected by either large-scale construction projects, or earthquake-prone building notices, and a constrained fundraising environment.

Over the next decade Pōneke will transform dramatically as major infrastructure projects unlock potential across the CBD. Experience Wellington has a significant role to play in this revitalisation: ensuring that arts, culture and heritage that reflect our people and places is woven throughout the city we love.

The mahi we do this year will set the foundation for ground-breaking opportunities, including the reimagining of Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum, taking advantage of a two-and-a-half-year closure from July 2025 for earthquake strengthening. We will be working hard to develop a fresh and creative visitor experience that tells the story of mana whenua and stories uniquely of and for Wellington.

At Te Ara Whanui ki te Rangi, Space Place at Carter Observatory, home to the newest planetarium in Aotearoa, our masterplan sets the stage for the Council's investment in the renewal of the planetarium and exhibitions to proudly showcase mātauranga Māori alongside western astronomy – and establish itself as the place for Wellingtonians to learn about Matariki and Puanga.

We are working alongside Council to reignite the spark of Te Ngākau Civic Square as the capital's hub of creativity and connection and are thrilled to be developing purpose-built spaces for Nōku te Ao, Capital E within Te Matapihi ki te Ao Nui, Wellington's Central Library. However, demolition and construction in Te Ngākau means Te Whare Toi, City Gallery Wellington faces increasing disruption over the coming years. This uncertainty makes planning for events, exhibitions and forecasting visitor numbers very difficult, and we will develop a plan for the Gallery once the wider infrastructure impacts in and around Te Ngākau become clearer.

Embracing Te Ao Māori is a core focus for our organisation underpinned by Tūhono Ake, our first Māori Engagement Strategy. Aligned with Tūpiki Ora and Tākai Here, this mahi will evolve alongside Council activity in partnership with the Mataaho Aronui team and our CCO whānau.

We thank 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.

Jane Wrightson
Chair, Experience Wellington

Our Shared Vision for Pōneke

Our Purpose

Experience Wellington's purpose is working together with and for Wellington to create remarkable experiences that generate vitality, strengthening the city we love. We are a Council Controlled Organisation (CCO), established as an independent Charitable Trust in 1995 by Wellington City Council. We are governed by an independent Board of Trustees appointed by Council.



Our Partners

Wellington City Council on behalf of the people of Wellington is a key strategic partner and funder of Experience Wellington. Principal funding for Experience Wellington comes from Council and other key partners. Our partnerships range from Council and central government, Creative New Zealand, mana whenua, City Gallery Wellington Foundation, philanthropic relationships, creative sector colleagues and artists as well as our fellow CCOs. As a charity, we rely on the generous support of individuals and organisations to deliver world-class arts, heritage and science accessible and inclusive experiences.

Our Contribution to Pōneke

We are significant contributors to Wellington's economy and its reputation as a centre of excellence for arts, culture, and creativity. Experience Wellington is a driver and enabler of wider Council aspirations for the city: delivering diverse and accessible experiences, driving sustainability initiatives, and bringing a Te Ao Māori element to everything we do.

We partner with Council, ambitiously determined to drive the strategic priorities of the city, amplifying, and supporting their strategies to revitalise our city. Alongside Wellington City Council, everything we do, we do for Wellington environment, economy, and the wellbeing of its diverse people and visitors.

Our Sites

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. From the creative sensory experiences at Capital E's PlayHQ for our youngest tamariki, to our telescopes and educational science 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.



Our Operating Environment

Operating Environment Summary

Experience Wellington is heading into 2023/2024 with the most significant challenges our organisation has faced to date. We are working with Council to navigate these challenges which centre on infrastructure projects and financial sustainability, as well as managing operational risks.

Infrastructure Projects

Te Whare Toi, City Gallery Wellington is situated in an active demolition and construction zone which is affecting operations and exhibitions. Increased disruption is forecast for the year ahead. With hoardings across most of Te Ngākau Civic Square and noise, vibration and dust evident across the square, we are facing many years of increased disturbance to this site and this context has forced us to consider how to best operate for 2023/2024 with the resources available to us. While we expect significant disruptions to the Gallery until Te Matapihi ki te Ao Nui opens in 2026, we are determined to continue providing vibrant visual art experiences to the city.

Capital E will be returning to Te Ngākau Civic Square in 2026, co-located inside the redeveloped Te Matapihi ki te Ao Nui, the Central Library. For the year ahead a team from across Experience Wellington will continue to work on this project, developing detailed and operational design for the new spaces alongside the Library, City Archive, and Council Service Centre, creating a welcoming hub in the central city. This project provides Council and Experience Wellington with a once in a lifetime opportunity to reimagine this special space that brings joy to Pōneke families. The enhanced audience offerings we intend to deliver for millions of visitors will continue to receive our full focus and deepen our partnership with the Creative Capital and Library teams.

For 2023/2024 we are forecasting a reduction in visitation and visitor-related revenue at Wellington Museum due to the building being declared earthquake prone. We have assumed a 20% reduction in visitation and retail spend, potentially lower again for our venue hire. This will be followed by at least two-and-a-half years of closure from 2025 (TBC) for the restrengthening of Wellington's iconic building and reimagining of its exhibitions. The future is bright for the Museum. Our vision is to work with mana whenua to create a museum with tāngata at its heart, where Wellington's many stories and voices meet and are celebrated and its taonga are cared for in an intimate, characterful and fearless museum of social history.

In February 2023 Council invested in the renewal of the city's Planetarium at Te Ara Whānui ki te Rangi, Space Place. With Council investment we proudly launched the new Planetarium experience, delivering enhanced visitor experience with the cutting-edge technology. Experience Wellington ran a series of facilitated workshops to explore what Te Ara Whānui ki te Rangi, Space Place could be, placing Mātauranga Māori at the heart of the experience. The result is a concept that will sequence exhibition renewals rolled out from 2023 to 2025, establishing a natural home for celebrating the science, culture, and heritage of the Southern Skies.

Infrastructure Projects & Exhibition Upgrades Affecting Experience Wellington Sites

	Closure	Disruptions	Opening	2023		2024		2025		2026		2027	
				Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec
Wellington Museum													
Declared EQ Prone (March 2023)													
Museum closure (Decant)													
Museum closure (Seismic Strengthening)													
City Gallery Wellington													
Continuous disruptions due to Te Ngākau Civil Square Works:													
Demolition CAB & MOB (Sept 23 – TBC)													
Wellington Water Mains (Willeston-Taranaki St)													
Te Matapihi Level 4 extension (Civic Room)													
Te Matapihi Rattle space creation, Wavy Wall													
Let's Get Wellington Moving (Timings TBC: Late 2025-2026)													
Te Matapihi Opening (Timing TBC: 2026)													
Capital E													
Lease Expires (4QW) 31 August 2024, potential extension of lease													
Capital E Closes on Queens Wharf													
Planning Capital E's offering in Te Matapihi													
Capital E reopens in Te Matapihi (Timings TBC: 2026)													
Space Place													
Planetarium upgrades													
Tūhara Tūrangī travelling exhibition													
Exhibition upgrades (Timings TBC)													
Cable Car Museum													
Exhibition upgrades (Timings TBC)													
Nairn Street Cottage													
Exhibition upgrades													

Financial Sustainability & Opportunities from Challenge

Experience Wellington is making carefully considered decisions to plan for long term sustainability. The Trusts' reserves have been depleted during the pandemic, leading to significant financial challenges over the next three years as the organisation continues to navigate the long tail of COVID while seeking to invest in a sustainable future. Inflationary pressures are substantial and particularly evident in exhibitions and programming budgets, freight, employee costs, energy, cleaning, insurance and technology.

The challenging financial context requires difficult decisions and prioritisation, and that is what we have delivered in this Statement of Intent. Without ongoing Council and stakeholder support we will struggle to maintain solvency. The current financial situation has resulted from rising costs and revenue generation failing to keep up with expenditure over many years prior to the pandemic, this has left us with limited ability to withstand future shocks or invest in capital maintenance to refresh and renew exhibitions. COVID-19 and our challenges around the key Council infrastructure projects, has driven this to a point of significance.

Our financial challenges and reduced visitation are consistent with the arts and culture sector across the nation. Museums Aotearoa '2022 Value of Museums and Galleries in Aotearoa report (BERL)' found that most medium-sized institutions (like Wellington Museum or City Gallery) were forecasting a post-COVID-19 deficit of \$277,000. These financial challenges for museums in Aotearoa and the gallery sector are forecast to increase across 2023/24 as post-pandemic recovery continues amid inflationary pressure and reduced visitation. We have partnered with Council to identify and progress areas where working closer together provides improved economic or performance outcomes. Smart Council are now positioned to manage our technology requirements, and this is reflected in our budget. We have also partnered with Council's Mataaho Aronui Māori Strategic Partnerships Team and are reaping the benefits of the shared commitment to Te Ao Māori.

Over the next decade Pōneke will transform dramatically. Infrastructure projects will unlock potential across the CBD, moving us toward our goal of becoming a city of impact. The work we do this year will set the foundation for opportunities across many of our sites. We are looking forward to working with Wellington City Council on this once in a lifetime opportunity to create inspiring and inclusive environments for our experiences across each of our six sites for future generations of Wellingtonians.

The long-term future is bright for Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum with a strengthened structure and reimagined visitor experience. Our vision is to work with mana whenua to create a museum with tāngata at its heart, where Wellington's many stories and voices meet and are celebrated, and its taonga are cared for, in an intimate, characterful and fearless museum of social history. When the Museum closes for earthquake strengthening, we will lose significant income from retail and venue hire at this site.

Experience Wellington is working alongside Council to reignite the spark of Te Ngākau Civic Square as the capital's hub of creativity and connection and are thrilled to be developing purpose-built spaces for Nōku te Ao, Capital E within Te Matapihi ki te Ao Nui Wellington's Central Library. With the ongoing construction/demolition, noise, vibration and dust in Te Ngākau Civic Square, access from the square to City Gallery is severely compromised, meaning that visitation is impacted and expected to remain so until the Te Matapihi ki Te Ao Nui project is complete. While disruption to the Gallery is high and visitation numbers are low, this gives us the opportunity to pivot and create a masterplan for the City Gallery. This rejuvenation project will allow us to plan critical building work and refresh a fantastic future for arts, culture, and heritage in Pōneke. We will seek to leverage Council's funding and support for this work.

For our sites not affected by construction projects, visitation continues to track positively and is forecast to be back to pre-pandemic levels by 2026/2027. The tourism horizon is also promising, and we are excited to

welcome cruise ships and increased national and international tourism again this year. Our commercial revenue is also growing, and our commercial team have been working hard behind the scenes to develop exclusive products for our retail sites that are made by local artists and creators. These products are proving extremely popular with our visitors. We are also working on a capital works programme with our top priorities being a rejuvenation of the Cable Car Museum and Nairn Street Cottage offerings and fitout.

Experience Wellington has also developed a new fundraising strategy and programme over the last year. Our charitable status provides access to private and philanthropic funding that is only available to charities, so we are uniquely positioned to grow fundraising revenue and leverage funds invested by Council in our organisation. We worked with international experts to develop a compelling and emotional proposition with a distinctive Experience Wellington message to anchor our fundraising and we are beginning to roll this out across our sites. We are in a strong position to become a great fundraising organisation and activate fundraising campaigns that leverage the upcoming change across the city as infrastructure work gets underway, particularly in Te Ngākau and the redevelopment of Wellington Museum.

Our objective is to build sustainable relationships with individuals and organisations who are passionate about arts, culture and heritage and want to ensure Experience Wellington's iconic experiences are stronger, better, and available for future generations to enjoy and explore. While results will take time to come to fruition, our fundraising ambitions are consistent with our approach to build a sustainable organisation benefitting generations of Wellingtonians. Experience Wellington is setting out a ten-year masterplan to build reserves from 2023/24 alongside an immediate commitment to invest in capital spend following three years of minimal capital expenditure driven by financial hardship.

To adequately fund our mahi and arrive at a budget that begins to build for a better future for Pōneke, we are seeking to work in harmony with our external challenges, prioritising mahi which will have the most impact in the short term, while remaining committed to our long-term intent to deliver remarkable experiences that will endure into the future.

Our Strategic Framework

Experience Wellington's Board confirmed our strategic plan for 2023/2024 in a strategy session held in December 2022. Experience Wellington aligns our own strategy with all relevant Council strategies to support Wellington aspirations and plans to achieve these.

Experience Wellington's Strategy Overview



ENRICHING LIVES

WE ACHIEVE THIS THROUGH:

- Making connections that keep people coming back.
- Taking insightful data-driven decisions.
- Engaging with new and diverse audiences and communities.
- Being recognised as a leader in education and learning
- Taking risks and breaking new ground.

WHAT'S DIFFERENT:

- A vibrant programme sits at the centre of our corporate planning cycle.
- Our planning is informed by our insights, vision, purpose and values; and has an 18-month lead time.
- We forge strong links with our audiences that encompass every aspect of their journey with us.
- We work purposefully across the organisation to build relationships with new and diverse audiences and communities.
- We develop a sector-leading learning offering for children and young people.



EMBRACING TE AO MĀORI

WE ACHIEVE THIS THROUGH:

- Developing and implementing a Māori engagement strategy.
- Building meaningful relationships with mana whenua.
- Implementing our Māori employment strategy.
- Developing and reflecting an Experience Wellington tikanga in our practices and values.

WHAT'S DIFFERENT:

- A growing number of our experiences enable our audiences and our people to see, feel and connect with Te Ao Māori.
- Onsite and online Experience Wellington touchstones (website, signage, welcome) reflect our commitment to Te Ao Māori.
- The number of staff who identify as Māori grows.
- Te Reo, tikanga Māori and Te Tiriti o Waitangi training is in place.



MAHITAHİ

WE ACHIEVE THIS THROUGH:

- Identifying and implementing better ways of working together as one team
- Providing ongoing opportunities for our people to achieve, develop and learn.
- Building trust and confidence in each other to deliver.
- Providing a healthy, safe, and high performing organisation for our people.

WHAT'S DIFFERENT:

- Our staff engagement increases from 6.7 to 8.0/10.
- We have a zero-harm culture.
- The Executive Leadership Team work collectively to address issues raised via staff engagement surveys.
- New values support our mahi and our behaviours bring these to life.
- Our learning and development opportunities, internal communications and support systems are underpinned by our values and strategic plan.



EXPERIENCE WELLINGTON FLOURISHES

WE ACHIEVE THIS THROUGH:

- Setting smart, data-led targets that stretch us.
- Continuously improving systems and processes.
- All staff consider the financial and environmental impact of their decisions.
- Understanding and celebrating our value.
- Nurturing loyal stakeholders.

WHAT'S DIFFERENT:

- Our business systems review is complete and delivers efficiencies for staff, stakeholders, and the bottom line.
- Our use and procurement of resources is connected across the organisation.
- Our commercial opportunities deliver maximum impact.
- We retain our Carbon Zero accreditation and reduce our waste and power consumption.
- Our stakeholders are engaged, and fundraising revenue grows.

Creating Our Shared Vision for Pōneke

Our Plans and Approach to Achieve our Shared Vision for Pōneke

In this section we share our plans and approach for the year ahead to enable the success of our shared plans, projects and strategies.

Experience Wellington's Masterplan for 2023/2024 is focussed on weaving our eight key projects, four strategic pou and six Council Strategies together to deliver shared aspirations for Wellington, the city we all love. These projects, pou and strategies outline our commitment to Wellingtonians. Our plans are realistic and consider the significant external pressures and uncertainties of construction projects. Our plans are centred on financial sustainability and building a framework for our organisation to ensure our success for future generations of Wellingtonians.

Experience Wellington's purpose is to deliver remarkable experiences for Wellington every day. Our small team are tasked with managing sites and storage facilities across Wellington, caring for Wellington's taonga and opening our incredible experiences to hundreds of thousands of visitors 364 days a year. Our day-to-day work occupies, drives and inspires us. The task of operational delivery is not discussed in this document but is important to highlight as the primary use of our team member's time. We acknowledge our team members who bring "*remarkable*" to our visitor experiences daily.

Our annual planning involves developing projects and programmes of mahi aligned to key projects, strategic pou and Council Strategies. These are further expanded in the three tables in this section.

Our Shared Key
Projects



Our Mahi on Key Projects

The table below contains eight key projects Experience Wellington will be driving during 2023-2024. The first five are projects Council has stipulated in their Statement of Expectation. These are shared priority projects between both organisations. The long-term opportunities for Space Place, Wellington Museum, Capital E, Cable Car Museum, City Gallery Wellington, and Nairn Street Cottage will be part of Experience Wellington's 10-year Masterplan for arts, culture, and heritage in Pōneke, being bold and future focused on behalf of Wellington and Wellingtonians.

Key Agreed Project	Description of Mahi
FINANCIAL SUSTAINABILITY <i>*Council's Explicit Expectation of EW in relation to our SOE:1</i> To help enable the Trust to return to financial viability after a challenging COVID period, Council will work with the Trust to review its operating and funding model. The review will ensure that it is fit for purpose and enable the Trust to deliver on Council expectations and provide the best possible outcome for Wellington. Any major changes to the funding of our CCOs will need to be considered as part of the next LTP.	<p>Experience Wellington has reviewed expenditure and opportunity for revenue gain, instituting cost savings and building revenue generation and fundraising capability in the face of rising costs. We have partnered with Council's finance team to report and review our financial needs.</p> <p>Experience Wellington is committed to:</p> <ul style="list-style-type: none"> - Providing transparent and realistic financial information to Council - Managing all expenditure with tight controls - Increasing revenue from trading income, fundraising and other non-Council sources - Working proactively with Smart Council to ensure our technology assets and operations are protected from cyber threats. - Prioritising spend to enable adequate investment in projects and activities that will have the greatest impact to Wellingtonians and our city. - Delivering budgets that adequately allow for capital investment and a plan to build reserves. - We will work collaboratively with the Council on the review of Experience Wellington's operating & funding model.
STEWARDSHIP OF WELLINGTON'S ASSETS <i>*Council's Explicit Expectation of EW in relation to our SOE:2</i> Council will continue to work actively with the Trust to develop Asset Management Maturity which will clearly define clear roles and responsibilities between the entities. One of the principal objectives is to create a common understanding with regards to the funding of operational and infrastructure assets and will outline a practical approach to the ongoing management and maintenance for the development of the 2023/24 Annual Plan, and the development of a comprehensive Asset Management Plan that will feed into the 2024-34 Long Term Plan.	<p>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 to work with Council's Property Team - supporting condition-assessment and developing asset management plans for our Council-owned sites. The goal is moving to a high trust model that allows an agreed programme of repair and maintenance to be managed via a service level agreement between Council and Experience Wellington that reflects an accurate and transparent approach to effective stewardship of the builds we own and occupy.</p>

WELLINGTON MUSEUM AND REIMAGINING THE EXHIBITION

**Council's Explicit Expectation of EW in relation to our SOE:3*

Council will continue to work with the Trust to develop a plan for the seismic strengthening and upgrade of the Bond Store (home to the Wellington Museum).

In conjunction with Council, we are developing a business case for the strengthening and reimagining of Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum. If the proposal is successful, a two-and-a half-year closure could begin in July 2025 – depending upon the recommended engineering approach. 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.

The closure will affect our visitation and revenue-generating capability for the duration of the construction work. However, our community-focused approach means that we will be working with partners to enable access to Wellington's heritage collections and stories while the building is closed.

CABLE CAR MUSEUM AND KELBURN PRECINCT REINVIGORATED

**Council's Explicit Expectation of EW in relation to our SOE:4*

Council sees a role for the Trust, Council, Wellington NZ, and the Cable Car Company 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.

The Kelburn-Paekākā Precinct is one of Wellington's most-visited spots, and Experience Wellington operates two sites integral to its success: Space Place at Carter Observatory and the Cable Car Museum. With a brand-new planetarium and upgrades to the exhibitions planned over the next three years, Space Place is set to bring together the culture and science of the southern skies, highlighting Matariki and Mātauranga Māori to enhance a much loved and attended attraction in Pōneke.

The Cable Car Museum is the most visited site in our portfolio. Its unique focus on the iconic Cable Car delivers a significant revenue injection which supports our organisational financial sustainability. This year we have exciting plans for a rejuvenation of the experience and exhibition which will create year-round impact.

Experience Wellington will actively participate in the monthly kōrero planning sessions with businesses in the precinct, including several CCOs and WCC business units to strengthen collaborations to drive visitation and improve the experience for locals and visitors.

We will partner specifically with the Cable Car Company team to deliver an integrated plan for the Kelburn-Paekākā precinct. The goal is to ensure that the experience provided to future visitors, the length of time they spend in the precinct, and their expenditure is significantly enhanced, contributing to the broader city visitor economy.

CAPITAL E'S CO-LOCATION IN TE MATAPIHI KI TE AO NUI

**Council's Explicit Expectation of EW in relation to our SOE:5*

Council requests The Trust further develop its plans for Capital E and its co-location within Te Matapihi ki Te Ao Nui. An integrated service delivery model will be developed jointly by the Trust and Council. The parties will work together to secure operational and asset funding requirements associated with delivery of Capital E's agreed services in Te Matapihi via the 2024 Long Term Plan.

Reigniting the spark of Te Ngākau Civic Square as the capital's cultural hub of creativity and connection, will rejuvenate the capital's arts quarter. We are thrilled to be shaping purpose-built spaces for Nōku te Ao, Capital E within Wellington's central library Te Matapihi. Capital E Nōku te Ao and Te Matapihi ki te Ao Nui 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 synergies with the mahi of Capital E. This ambitious project is scheduled to open early 2026.

Experience Wellington's partnership with Council is underpinned by a Heads of Agreement. The focus in 2023-24 will be achieving developed design for the visitor experience and building an operating model that draws on the best Capital E has to offer: delivering an extraordinary experience for young Wellingtonians.

SPACE PLACE REIMAGINED

Te Ara Whanui ki te Rangi, Space Place at Carter Observatory is home to the newest planetarium in Aotearoa, and proudly showcases mātauranga Māori alongside western astronomy. Council has funded a five-year plan to replace end-of-life planetarium projectors and software, alongside IT and audio-visual equipment, and exhibition interpretation. In 2023-24, we will complete a Masterplan for the project, and seek to leverage Council's support. We will increase Māori and Pasifika content to complement *Ngā Tohunga Whakaterere – The Navigators* show, with the objective of Space Place becoming a centre-piece of Wellington's Matariki and Puanga celebrations.

CITY GALLERY WELLINGTON UPGRADE

Te Whare Toi, City Gallery Wellington is situated in an active demolition and construction zone with implications already affecting operations and exhibitions, and increased disruption is forecasted for the year ahead. We are forecasting a 60% reduction in visitation and retail spend. With hoardings across most of Te Ngākau, including restriction of the Mercer Street entrance to the Square, and noise, vibration and dust evident across the precinct, we are entering a difficult period at this site with many years of increased disruption. This context has forced us to consider how best to operate for 2023/2024, particularly through to 2026, with the resources available to us.

We will be partnering with Council to find solutions for building maintenance on the Gallery, specifically, the HVAC system to ensure the Gallery meets the requirements of a contemporary art gallery.

While disruption to the gallery is high this provides us the opportunity to pivot from our normal routine and create a work plan to complete deferred repairs and maintenance to the building to ensure we can protect and care for art from Aotearoa and around the world, into the future. This is a wonderful opportunity to create a fantastic future for arts, culture and heritage in Pōneke. We will complete a masterplan for the City Gallery update project, and seek to leverage Council's funding and support.

NAIRN STREET COTTAGE

Nairn Street Cottage is a beautiful heritage home and garden in the middle of our capital city, a space where our city's past way of life can inform and contribute to a better more sustainable future. Classified by Heritage New Zealand as having 'outstanding significance', Nairn Street Cottage is a space that speaks to renewal and longevity aligned with sustainability in everyday life. It is a space that could engage curious communities and enrich the lives of Wellingtonians with a bold and future-focused narrative.

In its current form – Nairn Street Cottage provides a perfect canvas to evolve and align its narrative to be bold and future focused. We are planning to make Nairn Street Cottage a space that can connect us to a love of botanicals in our everyday life, a space that can look to the past and champion positive change in our community to create a better future.

Our Mahi Aligned to our Strategic Pou

The table below contains plans of work programmes across our four key strategic pou for 2023-2024.

Strategic Pou	Description
Enriching Lives	<p>Strategically aligning programming that connects to audience insights. This includes:</p> <ul style="list-style-type: none"> - Placing the audience at the heart of a vibrant, integrated programme plan that engages audiences onsite and online. - Creating a 10-year Masterplan for Experience Wellington: mapping the opportunities for each of our sites as the city transforms. This includes the strengthened and reimagined Museum; Space Place's programme of exhibition renewal leading to a centre that showcases and celebrates the Southern Skies; Capital E as a driver of making Wellington the best place in Aotearoa to grow up as part of the Te Matapihi project; and City Gallery positioned to take advantage of the Te Ngākau and Let's Get Wellington Moving projects. Our offerings at the Cable Car Museum will be reviewed and re-positioned to generate greater appeal. - Demonstrating improvements in access and inclusion in our offerings and programmes. - Undertaking a review of our individual brands and their connection to our audiences. - Continued collaboration with Council, our CCO whānau, and the city's creative ecosystem: leveraging relationships, and providing attracting visitors to our city in the wake of COVID-19.
Experience Wellington Flourishes	<ul style="list-style-type: none"> - Strengthening and nurturing our current stakeholder relationships, and developing new collaborative partnerships - Growing our trading income through implementing our retail strategy, developing new commercial opportunities and better supporting existing programming to leverage better partnerships and commercial opportunities. - Implementing our sustainability work plan. - 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. - Implementing our commitment to continuous improvement in internal systems, policies and processes, seeking to streamline, and improve all processes across our organisation. - Streamlining our budgeting processes and implementing dashboard reporting for our Board.
Embracing Te Ao Māori	<ul style="list-style-type: none"> - Implementing our new Māori Engagement Strategy, Tūhono Ake, and progressing our commitment to te Tiriti o Waitangi by ensuring it is integrated into the values of our organisation. - Strengthening organisation-wide cultural capability. - Increasing the use and visibility of te reo Māori and tikanga Māori, onsite and online. - Building meaningful relationships that are enduring, reciprocal, effective and valued, and responding appropriately to the aspirations of mana whenua and Māori, drawing upon the expertise of Council's Mataaho Aronui team. - Increasing recruitment of Māori staff in accordance with our Māori Employment Strategy, and tailoring support and professional development opportunities to existing team members who identify as Māori.
Mahitahi	<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. - Continuing our work on our Māori Employment Strategy. - Implementing our new organisational values and employment brand.

Our Mahi Aligned to Council Strategies

The table below our commitment, approach and mahi aligned to six Council Strategies to achieve our shared vision for Wellington.

Council Strategy	Description
<i>Te Atakura: First to Zero</i>	<p>Experience Wellington is committed as a partner to Wellington City Council to support its programme of work as it becomes a net zero carbon city by 2050. We have a multi-pronged approach to implementing sustainability at Experience Wellington and supporting the aspirations of the city. Our commitment to Te Atakura is embedded and visible across all four of our strategic pou.</p> <p>We partner with Council to achieve sustainability improvements and energy efficiencies from our buildings. While the Council buildings we inhabit are of a range of age, size and locations, we partner with Council's Energy Team to ensure we are achieving the most efficient outcomes possible within the various building's context. Significant work with ABS has been undertaken to fine-tune our HVAC systems, and last year we were a key partner in delivering new cooling towers for Te Ngākau sites, all housed on our very own City Gallery's roof. City Gallery's exhibition lamps are being progressively upgraded to more energy efficient LED.</p> <p>We leverage our opportunity to influence audiences visiting our sites. Welcoming hundreds of thousands of visitors through our virtual and physical doors each year provides us with a unique opportunity to showcase, discuss and promote environmental sustainability practices and stories. Whether it's our own low impact environment choices throughout our visitor sites, to our exhibitions and events which often showcase and highlight environmental concepts and themes. Our curatorial, public programmes and learning teams are all well positioned to introduce Wellingtonians and visitors to sustainable thinking and practices. Our annual Great Big Waterfront Clean Up and joining the Love to Ride Challenge are also well-supported events in our annual calendar. With support from Council's Waste Minimisation Grant, we will be introducing more recycling bins in our venue hire and office spaces.</p> <p>We prioritise environment sustainability with our people. Our own internal Environmental Sustainability committee oversees and supports a range of new and existing initiatives across our organisation. The committee provides educational resources and advice, promote events and workshops, and the use of reusable containers, limited printing, vegetarian catering, and general environmental best practice across our organisation. Across our internal practices, a strong sustainability lens is applied to all policy, procedures and operational practices. Continuous review of activities is sought. Whether it's a new hygiene product supplier or improved management of our compost bins, we are continually improving what we are doing and seeking next steps to achieve First to Zero.</p> <p>We work with experts to grow and improve. In 2022, Experience Wellington signed up to the Tourism Industry Aotearoa (TIA), 'Tourism Sustainability Commitment', joining a group of tourism operators who are committed to making a difference. The TIA for the New Zealand tourism industry is to lead the world in sustainable tourism, to do this we need to be actively working towards sustainability in our operations.</p> <p>Our Environmental and Sustainability Committee, has charted an action plan to help us to meet some of the goals in our operations including:</p> <ul style="list-style-type: none">- promoting the Tiaki Promise in our front-of-house spaces.- a waste audit; measuring and reporting.- our Annual Carbon Footprint

-
- reviewing our supply chains
 - our Environmental Sustainability Policy
 - creating a record of how we are giving back to the community.
-

Tūpiki Ora Māori Strategy

Experience Wellington shares Council's commitment to mana whenua and Māori, seeking new ways to support our whānau to thrive. Our commitment to Tūpiki Ora is embedded in our strategic pou: Embracing Te Ao Māori and in our ambition to bring a Māori dimension to everything we do. We recognise we are at an early stage of this journey but are proud of our ongoing improvements.

In 2022 Experience Wellington launched its first Māori Engagement Strategy, Tūhono Ake. This five-year strategy articulates our commitment to Te Tiriti o Waitangi and represents a step toward becoming a bi-cultural organisation. It sets out the principles that guide how the organisation will build on mahi to date to work towards our ambition.

As an organisation we grow the capability and confidence of our team members to embrace Te Ao Māori: we are developing our kawa and tikanga and encouraging participation in te reo Māori lessons. Te Rōpū Mahi Tiriti provides initiatives for kaimahi across Experience Wellington. Our aspiration is that the first words our visitors onsite or online see, hear and read are te reo Māori, 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.

We recognise our unique opportunity to leverage our shared commitment to Te Ao Māori through our visitor experiences. Te Whare Toi, City Gallery Wellington exhibition line up continues to showcase an abundance of Māori artists. Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum redevelopment provides an opportunity for the reimagined museum to tell a richer story of mana whenua and the deep and rich Māori culture of Wellington. Te Ara Whanui ki te Rangi, Space Place's redeveloped exhibition will be deeply reflective of Mātauranga Māori.

Our partnership with Mataaho Aronui Māori Strategic Partnerships Team is one we value highly. We look forward to working together to advance this mahi and shared initiatives for rangatahi, support for kaimahi Māori, and building relationship with mana whenua.

Aho Tini 2030 – Arts, Culture and Creative Strategy

Experience Wellington shares Council's commitment to support Aho Tini and the arts, culture and creative strategy. Arts and culture experiences are at the heart of everything Experience Wellington exists to deliver. Our commitment to Aho Tini is embedded and visible across all four of our strategic pou. 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 ki te Ao Nui 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

	<p>taken to foster the success of the city's artists and arts organisations. We work in partnership to activate the city's places and spaces via programming alliances with Council, Cuba Dupa, Children's Day and Tawhiri.</p>
Strategy for Children and Young People	<p>Experience Wellington shares Council's commitment to Wellington being the best place to grow up in Aotearoa. Our commitment to Council's Strategy for Children and Young People is clearly visible in our strategic pou of Enriching Lives and in our commitment to Capital E, Te Matapihi ki te Ao Nui, and programming for and with children, families and young people across our experiences.</p> <p>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. We deliver a wide range of learning experiences for tamariki and ākonga, including explorative sensory play, programming and learning opportunities and interactive exhibitions. We also run a range of diverse and inclusive events including experiences in te reo Māori which are available to kura and tamariki, we endeavor to promote positive and uplifting diversity themes. We also offer accessible events for many different audiences, including, non-verbal shows which provides access to children who don't have English as a first language or may have developmental or learning difficulties. All tickets to our experiences are subsidised to make them affordable for all schools and schools with an Equity Index > 463 can apply for further subsidies on both tickets and transport so all tamariki can experience the power and joy of performance and build lasting and transformative memories. We pride ourselves on providing safe and welcoming spaces to nurture the wellbeing of our youngest Wellingtonians while they develop their understanding of the world around them through science, history, culture, and art.</p>
Economic Wellbeing Strategy	<p>Experience Wellington shares Council's commitment to support the Economic Wellbeing Strategy by providing safe, culturally diverse, accessible, inclusive, and welcoming spaces for all visitors. Our commitment to Council's Economic Wellbeing Strategy is visible and evident across all four of our strategic pou. We support Council's Economic Wellbeing Strategy and we provide a 'Wellington First' approach by prioritising local talent and partnerships and are proud to be a vital part of an interwoven ecosystem alongside accommodation providers, retail outlets, restaurants, and other venue and tourism sites – together contributing to the economic wellbeing of our city. We partner with our CCO whanau to develop incredible opportunities and events for Wellington.</p>
Accessible Wellington Strategy	<p>Experience Wellington remains committed to ensuring our sites, exhibitions and programmes are inclusive and accessible to all. Our Access and Inclusion Committee, made up of staff representatives, champion new initiatives – activity is underpinned by the principle that access is a human right, and that an environment of accessibility and inclusion has universal benefit. Access and Inclusion is important to our team and the many new and repeat initiatives undertaken in the last year demonstrate this focus. We are committed to the Accessible Wellington Strategy, and this is visible and evident across all four of our strategic pou.</p> <p><i>We partner with Council to achieve improved accessibility at our sites.</i> While the Council buildings we inhabit are of a range of age, size and locations, we partner with Council's Property Team to seek improvements in accessibility for our visitors. Improvements such as reliable lifts at our sites, improved and larger bathroom facilities and increased accessibility to our sites, particularly City Gallery Wellington, are all areas of opportunity, that are priorities for both parties.</p>

We leverage our opportunity to influence audiences visiting our sites. Welcoming hundreds of thousands of visitors through our virtual and physical doors each year, provides us with a unique opportunity to showcase, discuss and promote inclusionary practices and celebrations. Our Public Programmes team deliver a varied and diverse offering ensuring all members of our community enjoy programmes especially tailored for them. This includes takiwātanga neurodivergent, LGBTQIA+, blind and low vision, deaf and hard of hearing, seniors as well as welcoming cultural groups to enjoy and celebrate their communities. This year we will be exploring Rainbow Tick as part of the Access and Inclusion Committee workplan and will engage with Council's Rainbow Advisory Group.

We embrace our Safe Spaces Statement to ensure all people are welcome and safe on our sites and at our programmes. Experience Wellington strives to provide a safe space for all, regardless of gender identity and expression, sexual orientation, physical ability, appearance, neurodiversity, physical appearance, body size, ethnicity, nationality, race, age, or religion. Our statement is visible at all our sites and online and is enforced where necessary to ensure our spaces are safe for team members and visitors.

We prioritise inclusion with our team. Not only are we focussed on visitor access and inclusion we also internally apply a strong access and inclusion lens across all policy, procedures and operational practices. The Access and Inclusion Committee works closely with teams across the organisation to ensure this happens. This year the Committee will review our Accessibility Policy as well as exploring an Access and Inclusion Charter, following Council's example. The Committee provides educational resources and advice, promotes events and workshops. Currently the Committee is considering supporting Mind Over Matter workshops developed for visitor service staff, parents and teachers living, working and interacting with neurodivergent members of the community.

Our Performance Outcomes

Key Performance Measures

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.

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 livability.

Key Principles

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.

Assumptions Informing our Statement of Intent

In 2023-24 we expect to:

- Raise **\$3,700,000** of our revenue from trading initiatives, fundraising and commercial activity.
- Achieve an average of at least **87%** approval rating from our visitors for the quality of their experience at our institutions.
- Engage with over **360,000** virtual visitors through our websites and social media channels.
- Welcome over **400,000** on-site visitors, of which around **23,000** will be children and young people visiting for a learning experience on Enriching Local Curriculum (ELC) funded visits.
- Receive a Letter of Comfort from Wellington City Council, guaranteeing our solvency, due to our ongoing cashflow challenges, and forecast deficit budget. The parties will meet quarterly to discuss the budget in addition to usual reporting mechanisms already in place between Wellington City Council and Experience Wellington.

We have developed the SOI and budget based on the following performance/revenue assumptions and commitments:

- A commitment to focus on core business in our planning and expenditure.
- A return to a break-even position at the time of reopening Wellington Museum for the 2027/28 financial year.
- A reduction in visitation and visitor-related revenue at City Gallery Wellington due to the significant disruption of demolition and construction projects in Te Ngākau. This is forecast at 60% reduced visitation, 60% reduction in retail.

- A reduction in visitation and visitor-related revenue at Wellington Museum due to the building being declared earthquake prone. Forecast at 20% reduction in visitation, 20% reduction in retail and potentially lower for our venue hire.
- Improved visitation and visitor related revenue at Cable Car Museum, Space Place, Capital E and Nairn Street Cottage.
- Improved revenue generation from fundraising and our New Ambition fundraising strategy
- An increase in core funding from Wellington City Council of 8%.
- A capital plan will be established and funding sourced.
- Delivering our Enriching Local Curriculum funded education programmes at the Ministry of Education contracted level.

We have developed the SOI and budget based on the following expenditure assumptions:

- Increasing overhead and core salaries based on current trajectories and forecast market adjustments.
- Our technology is run by Smart Council, including capital, software and servicing costs. We are working through the details of this arrangement.
- The Project Manager for Museum Strengthening and Project Coordinator for Te Matapihi continue to be funded by Council.
- A commitment to assign budget to a capital budget for the year, with a prioritisation on rejuvenation at Cable Car Museum and Nairn Street Cottage exhibitions.
- Reduced exhibitions and invigilation spend at the Gallery for 23/24, responding to the 60% reduction in visitation forecast.
- A commitment to develop a pathway to build reserves to support cashflow management and increase resilience for future economic challenges.

Non-Financial Performance Measures

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	2021-22	2022-23	2023-24	Q1	Q2	Q3	Q4	2024-25	2025-26
	Actual	SOI		Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun		
City Gallery Wellington	102,071	112,500	50,000	12,500	12,500	12,500	12,500	50,000	60,000
Wellington Museum	66,481	85,000	100,000	30,000	35,000	20,000	15,000	100,000	0*
Capital E	29,811	71,000	50,000	10,000	20,000	10,000	10,000	65,000	60,000
Cable Car Museum	70,348	106,000	160,000	30,000	65,000	50,000	15,000	180,000	200,000
Space Place	28,713	40,000	45,000	7,500	12,500	12,500	12,500	50,000	60,000
Nairn Street Cottage	87	500	600	100	200	200	100	800	2,000
Total	297,511	415,000	405,600	90,100	145,200	105,200	65,100	445,800	382,000

*Strengthening work at Wellington Museum will see the building close for an estimated 2.5-year period, from 2025**

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

Virtual Visitor Numbers	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	SOI			
City Gallery Wellington	32,111	105,000	105,000	105,000	106,000
Museums Wellington	42,185	105,000	108,000	109,000	110,000
Capital E	11,966	40,000	40,000	40,000	41,000
Total	82,262	250,000	253,000	254,000	257,000

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

Social Media Numbers	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	SOI			
City Gallery Wellington	47,278	48,850	49,970	51,060	52,000
Wellington Museum	15,881	16,750	32,500	34,500	35,000
Capital E	10,076	10,500	11,870	12,000	12,400
Space Place	11,215	11,300	12,470	13,100	13,500
Nairn Street Cottage	680	720	790	820	850
Total	85,130	88,120	107,600	111,480	113,750

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

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.

	2021-22	2022-23	2023-24	2024-25	2025-26
Learning Experience Visitors	Actual	SOI			
Experience Wellington Total	15,262	41,800	23,100	23,100	23,100

Figures include curriculum-aligned learning experiences which are supported by the Ministry of Education through its Enriching Local Curriculum (ELC) programme, self-directed and outreach learning experiences.

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

	2021-22	2022-23	2023-24	2024-25	2025-26
Residents' Awareness	Actual	SOI			
City Gallery Wellington	90%	88-92%	88-92%	88-92%	88-92%
Wellington Museum	96%	91-95%	91-95%	91-95%	91-95%
Capital E	78%	80-85%	80-85%	80-85%	80-85%
Cable Car Museum	95%	92-95%	92-95%	92-95%	92-95%
Space Place	91%	89-93%	89-93%	89-93%	89-93%
Nairn Street Cottage	52%	49-57%	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 People

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

	2021-22	2022-23	2023-24	2024-25	2025-26
Number of Notifiable Incidents	Actual	SOI			
Experience Wellington Total	0	0	0	0	0

Financial Performance Measures

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 (excludes Creative New Zealand & Ministry of Education for ELC). Retail sales and venue hire are significantly reduced in line with forecast visitation.

	2021-22	2022-23	2023-24	2024-25	2025-26
Measure	Actual	SOI			
Non-Council Revenue (\$'000)	2,182	1,450	3,763	4,087	3,422
Spend per Visit (\$)	6.99	3.42	4.20	4.01	3.62
Subsidy per Visit (\$)	21.37	15.63	22.38	21.34	25.80

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.

Our Board's Approach to Governance

Structures and Evaluation of Performance

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 (The Finance, Audit and Risk Committee and the People, Performance and Safety Committee) 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.

Finance, Audit, Risk and Revenue (FARR) Committee: The FARR Committee has been established to assist the Board in carrying out its duties in regard to financial performance, reporting, audit and assurance, risk management and legislative compliance and revenue generation to ensure financial sustainability.

People, Performance and Safety (PPS) Committee: The PPS Committee has been established by the Board to support the Chief Executive in carrying out their responsibilities as the employer and to assist the Board to meet its due diligence responsibilities regarding Experience Wellington's compliance with the Health and Safety at Work Act 2015. The PPS Committee are also accountable for ensuring the performance and remuneration of the Chief Executive are appropriately managed.

The Board strives to meet best practice governance standards and undertakes an annual review of the overall Board, individual Trustees, and the Chair's performance, and report to the Chief Executive of Council annually. 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.

Our Organisational Health, Capability and Risk Assessment

Organisational Wellbeing, Healthy and 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 Plan 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 employees safe.

Risk Assessment and Management Framework

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 but are due for an update.

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.

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

Appendices

Appendix 1: 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 (budget) Financial Statements of Experience Wellington for 2023-24 onwards includes all expenses forecast by the organisation across all groups including; exhibitions, curatorial and projects, operations and corporate services, children, young people and community engagement and fundraising, marketing and communications. The revenue forecast includes Council and our other key funders and other trading income.

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 Not depreciated.

The residual value of assets is reassessed annually.

b) Collections

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 2021 and have confirmed that the carrying value at 30 June 2022 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

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 the Statement of Financial Performance 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 Statement of Financial Performance at the point at which they are receipted into Experience Wellington's bank account.

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 Statement of financial Position. 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.

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 \$9,077,860 for the core operation, the Space Place underwrite of estimated \$472,000 is excluded from this core operation funding. In addition, we are seeking a rental subsidy of \$1,768,000 and Capital injection of \$770,500 for the 2023-24 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. 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.

7. Distribution to Settlor

Experience Wellington does not make a distribution to the Settlor.

Appendix 2: Financial Statements

Forecast	STATEMENT OF FINANCIAL PERFORMANCE	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/23	Experience Wellington Total (\$'000)	30/09/23	31/12/23	31/03/24	30/06/24	30/06/24	30/06/25	30/06/26
Revenue								
220	Trading Admissions	80	80	80	80	318	334	221
1,286	Trading Commercial	346	346	346	346	1,384	1,453	1,163
1,330	Children, Young Persons & Community Engagement	257	257	257	257	1,026	1,226	922
8,200	Council Operating Grant	2,269	2,269	2,269	2,269	9,077	9,513	9,855
1,768	Council Accommodation Grant	442	442	442	442	1,769	1,769	1,769
0	Living Wage Grant	25	25	25	25	100	0	0
544	Fundraising	228	228	228	228	913	959	1,007
18	Investment Income	14	14	14	14	57	57	57
365	Other Income	48	48	48	48	191	191	191
13,731	Total Revenue	3,709	3,709	3,709	3,709	14,835	15,501	15,184
470	Cost of Goods Sold	171	172	172	172	685	719	568
13,261	Net Revenue	3,538	3,537	3,537	3,537	14,150	14,782	14,616
Expenditure								
7,636	Employee Costs	2,124	2,124	2,124	2,124	8,497	8,667	8,540
1,339	Council Rent	336	336	336	336	1,344	1,344	1,344
1,387	Occupancy Costs (excluding Council Rent)	356	356	356	356	1,425	1,496	1,423
302	Technology Costs	25	25	25	25	100	105	70
120	Professional Fees	53	53	53	53	210	221	232
152	Administration Expenses	44	44	44	44	177	186	165
89	Trustee Fees & Expenses	23	23	23	23	93	98	103
15	Operations & CE Office	12	12	12	12	47	49	52
471	Fundraising, Marketing & Communications	116	116	116	116	465	488	433
116	Art & Heritage	43	43	43	43	173	182	191
812	Exhibitions & Project Management	254	254	254	254	1,015	1,066	1,039
1,455	Children, Young Persons & Community Engagement	192	192	192	192	768	1,006	530
0	Te ao Maori	23	23	23	23	90	95	99
285	Depreciation	84	84	84	84	336	374	411
0	Interest	0	0	0	0	0	0	0
14,179	Total Expenditure	3,685	3,685	3,685	3,685	14,740	15,376	14,631
-918	Net Surplus/(Deficit) before Taxation	-147	-148	-148	-148	-590	-594	-15
0	Taxation Expense	0	0	0	0	0	0	0
-918	Net Surplus/(Deficit)	-147	-148	-148	-148	-590	-594	-15
-6.69%	Operating Margin	-4.15%	-4.18%	-4.18%	-4.18%	-4.17%	-4.02%	-0.10%

Assumptions: Living Wage Grant added to cover the additional increase to 9.9%, WCC opex grant increases 8% 23/24, 4.8% for 24/25 based on 23/24 and 3.6% for 25/26 based on 24/25, Other costs CPI increase 5% 24/25 onwards, Smart Council - cost fully funded by WCC, Wellington Museum not closed until July 2025 (25/26) - nil trading income & reduced expenses: 1. Assume the WCC grants will remain intact over closure period (in order to fund capital project for Exhibitions), 2. Assume Fundraising income no change, City Gallery assumed open during 23/24 and out years, A capital plan will be established and funding sourced., Assume WCC grants continue if areas closed, The Space Place deficit grant has been excluded.

Forecast	STATEMENT OF FINANCIAL POSITION	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/2023	Experience Wellington Total (\$'000)	30/09/23	31/12/23	31/03/24	30/06/24	30/06/24	30/06/25	30/06/26
	Shareholder/Trust Funds							
2,133	Share Capital/Settled Funds	2,133	2,133	2,133	2,133	2,133	2,133	2,133
0	Revaluation Reserves	0	0	0	0	0	0	0
447	Restricted Funds	447	447	447	447	447	447	447
480	Retained Earnings	333	186	38	-110	-110	-704	-719
3,060	Total Shareholder/Trust Funds	2,913	2,766	2,618	2,470	2,470	1,876	1,861
	Current Assets							
300	Cash and Bank	300	300	300	300	300	300	300
450	Accounts Receivable	451	425	450	476	476	493	723
200	Other Current Assets	200	200	200	200	200	200	200
950	Total Current Assets	951	925	950	976	976	993	1,223
	Investments							
1,090	Deposits on Call	1,027	939	851	763	763	1,202	2,018
0	Other Investments	0	0	0	0	0	0	0
1,090	Total Investments	1,027	939	851	763	763	1,202	2,018
	Non-Current Assets							
3,227	Fixed Assets	3,336	3,445	3,553	3,662	3,662	3,438	3,177
274	Other Non-current Assets	274	274	274	274	274	274	274
3,501	Total Non-current Assets	3,610	3,719	3,827	3,936	3,936	3,712	3,451
5,541	Total Assets	5,587	5,582	5,628	5,675	5,675	5,907	6,692
	Current Liabilities							
2,141	Accounts Payable and Accruals	2,329	2,422	2,616	2,810	2,810	3,636	4,436
300	Other Current Liabilities	300	350	350	350	350	350	350
2,441	Total Current Liabilities	2,629	2,772	2,966	3,160	3,160	3,986	4,786
	Non-Current Liabilities							
0	Loans - WCC	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0
40	Other Non-Current Liabilities	45	45	45	45	45	45	45
40	Total Non-Current Liabilities	45	45	45	45	45	45	45
3,060	Net Assets	2,913	2,765	2,617	2,470	2,470	1,876	1,861
83.56%	Working Capital Ratio	75.23%	67.24%	60.72%	55.04%	55.04%	55.06%	67.72%
55.23%	Equity Ratio	52.14%	49.54%	46.51%	43.52%	43.52%	31.76%	27.81%

Assumptions: A capital plan will be established, and funding sourced for the purchase of Fixed Assets. No Change in Nikau Foundation balance.

Forecast 30/06/23	STATEMENT OF CASH FLOWS Experience Wellington Total (\$'000)	Budget Qtr to 30/09/23	Budget Qtr to 31/12/23	Budget Qtr to 31/03/24	Budget Qtr to 30/06/24	Total YE 30/06/24	Total YE 30/06/25	Total YE 30/06/26
	Operating Cash Flow							
	Cash provided from:							
1,506	Trading Receipts	426	426	426	426	1,702	1,787	1,383
9,968	WCC Grants	2,737	2,712	2,712	2,712	10,871	11,282	11,624
544	Fundraising	228	228	228	228	913	959	1,007
1,330	Exhibitions & Programmes	257	257	257	257	1,026	1,226	922
18	Investment Income	14	14	14	14	57	57	57
365	Other Income	48	48	48	48	191	191	191
13,731		3,709	3,684	3,684	3,684	14,760	15,501	15,184
	Cash applied to:							
7,636	Payments to Employees	2,124	2,124	2,124	2,124	8,497	8,667	8,540
6,258	Payments to Suppliers	1,477	1,477	1,477	1,477	5,907	6,335	5,680
-138	Net GST Cash Flow	-22	-22	-22	-22	-89	-89	-2
0	Interest Paid	0	0	0	0	0	0	0
13,756		3,579	3,579	3,579	3,579	14,316	14,913	14,218
-25	Total Operating Cash Flow	130	105	105	105	445	588	966
	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
0		0	0	0	0	0	0	0
	Cash applied to:				0			
63	Purchase of Fixed Assets	193	193	193	193	771	150	150
0	Other	0	0	0	0	0	0	0
63		193	193	193	193	771	150	150
-63	Total Investing Cash Flow	-193	-193	-193	-193	-771	-150	-150
	Financing Cash Flow							
	Cash provided from:							
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
	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	0	0	0
0	Total Financing Cash Flow	0	0	0	0	0	0	0
-88	Net Increase/(Decrease) in Cash Held	-63	-88	-88	-88	-327	438	816
1,478	Opening Cash Equivalents	1,390	1,327	1,239	1,151	1,390	1,063	1,502
1,390	Closing Cash Equivalents	1,327	1,239	1,151	1,063	1,063	1,502	2,318

Forecast	CASH FLOW RECONCILIATION	Budget Qtr to 30/09/23	Budget Qtr to 31/12/23	Budget Qtr to 31/03/24	Budget Qtr to 30/06/24	Total YE 30/06/24	Total YE 30/06/25	Total YE 30/06/26
30/06/23	Experience Wellington Total (\$'000)							
-918	Operating Surplus/(Deficit) for the Year	-147	-148	-148	-148	-591	-594	-15
	Add Non-Cash Items:							
285	Depreciation	84	84	84	84	336	374	411
0	Other	0	0	0	0	0	0	0
285		84	84	84	84	336	374	411
	Movements in Working Capital							
-447	(Increase)/Decrease in Receivables	1	-26	25	167	70	165	386
6	(Increase)/Decrease in Other Current Assets	0	0	0	0	0	0	0
-318	Increase/(Decrease) in Other Current Liabilities	0	50	0	0	0	0	0
1,367	Increase/(Decrease) in Accounts Payable	180	145	144	2	630	643	184
608		193	169	169	169	700	808	570
	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
-25	Net Cash Flow from Operations	130	105	105	105	445	588	966