

# WELLINGTON MUSEUMS TRUST

## STATEMENT OF INTENT

2007-08

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# Wellington Museums Trust

## 1 The Status of the Trust

The Wellington Museums Trust Incorporated is incorporated under the Charitable Trust Act 1957 and is a not for profit organisation. It is currently responsible for the following facilities:

- The City Gallery Wellington
- The Museum of Wellington City and Sea
- Capital E
- The Colonial Cottage
- Wellington Cable Car Museum
- Inconstant/Plimmers Ark Conservation Project and Galleries
- New Zealand Cricket Museum

### ***1.1 What we do and why we do it.***

#### **What we do:**

*A centrally managed and uniquely diverse group of arts and heritage experiences located within the heart of New Zealand's 'Cultural Capital'.*

#### **Why we do it:**

*To lead the cultural development of Wellington by maintaining and enhancing its status as New Zealand's ultimate arts and heritage city to live in and visit.*

The Wellington Museums Trust is a centrally managed and uniquely diverse group of arts and heritage experiences located within the city. These experiences are a leading influence on Wellington's identity as New Zealand's 'Cultural Capital' – with all the expertise, quality, pride, enlightenment and excitement that this status implies for Wellington's citizens and visitors.

#### **New ways of seeing.**

The Wellington Museums Trust is changing the way visitors to the capital perceive and experience museums. Gone is the viewpoint that somehow museums are mere catacombs of memorabilia. The viewpoint now is that the capital's museums are instead storehouses of culture and story, connected by well known pathways that literally allow visitors and locals to walk through Wellington's past, present and future.

Within each museum lie insights, ideas and opinions – personified in items and ideas that have been researched, collected, created and presented with love, care, scholarship and attention to detail.

Every encounter is about enlightenment, knowledge, context, inspiration and response, both intellectual and visual. It doesn't matter whether the subject matter is cricket, cable cars, multi media technology, creative performance, Wellington's heritage or the most exciting recent works of art from New Zealand and around the world – every visitor to a WMT museum knows they will complete every visit that little bit richer for the time they have invested there. They will see the subject in a new way. They will view the capital in a different way and they may even look at their own life in a different light. The museums that form the WMT are a celebration of the eclectic, the diverse, the thought provoking, the creative, the entertaining and astutely observant. At the WMT museums our visitors '*don't just look – they see*'

## **1.2 Objectives of the Wellington Museums Trust**

These are as stated in the Trust Deed as agreed between the Wellington City Council and the Wellington Museums Trust and are highlighted below.

- To manage and develop the Trust programmes and services for the benefit of all Wellingtonians and visitors to the city.
- To professionally manage and house all collection material made available to the Trust.
- To liaise with Positively Wellington Tourism to maximise the attraction of the Trust's institutions to Wellingtonians and visitors.
- To encourage and foster partnerships and co-operative activities with related facilities, particularly those in the Wellington Region.
- To provide advice to the City Council on the City Council's long term policy for the development of museum and gallery services in Wellington.

## **2 Governance**

The Wellington Museums Trust is a Council Controlled Organisation. It was established in 1995 by the Wellington City Council to develop and manage Wellington museums, galleries and arts facilities.

### **2.1 Role of the Board**

The Trustees are responsible for setting the strategic direction for the Trust, and approving the Statement of Intent and Annual Business Plan. The Board monitors the organisational performance and ensures the ongoing viability of the organisation is maintained.

The Board delegates the day to day operation of the Trust to the CEO and the management team who report regularly to the Board.

### **2.2 Board membership**

	Term expires
Bill Brien (Chair)	31 December 2007
Peter Blades	31 December 2008
Simon Marsh	31 December 2007
Viv Beck	31 December 2007
Helene Ritchie	October 2007
Quentin Hay	31 December 2009

### **2.3 Board operations**

The Board meets no less than nine times per year and has the following subcommittees.

#### **2.4 Audit and Finance Sub Committee**

The Audit and Finance Sub Committee meets at least twice a year. It reviews and recommends the Draft Financial Plan and Annual Report to the full Trust.

#### **2.5 Personnel Sub Committee**

The Personnel Sub Committee reviews the terms and conditions of the Chief Executive and monitors performance.

## **3 The nature and scope of the activities to be undertaken**

### **3.1 Background and operating environment**

The Trust has a diverse range of operating activities and operates in the heritage, tourism, arts and cultural sectors.

It is reliant on financial support from the City, funding from grant agencies and sponsors, income from visitors to the city, income generated from exhibitions and continued support from a volunteer workforce to maintain its operating capability. The Trust competes with other city priorities for funding and is publicly accountable for its expenditure.

### ***3.1.1 A portfolio approach to managing the city arts, heritage and cultural assets.***

The Trust's strength is in its ability to manage a portfolio of the city's arts, heritage and cultural assets and have sufficient scale to retain the capability required to create high quality creative and heritage experiences, to engage the community, to manage the Trusts assets and achieve the outcomes sought by the city.

The Trust has in place plans to further develop activities and opportunities across the Trust's own portfolio. Currently, accounting, HR, Health & Safety (monitoring) and IT are delivered holistically.

This approach is scaleable and there is opportunity to leverage this capability with other heritage and cultural assets with minimal investment and to the wider benefit of the sector. There are opportunities to continue to develop partnerships with other entities within the city and some parties have already sought a closer working relationship.

### ***3.1.2 Creative capacity and development***

A core function of the Trust is to actively create, develop and promote its exhibits, events and programmes to maintain its audience numbers and market positioning. Retaining and building repeat visitation levels requires an ongoing renewal and updating of experiences and exhibit and event development.

This requires core interpretative and creative capability to be retained within the Trust and its operations. Across the Trust it has specialist resources and professional skills that need to be retained and shared across all Trust activities.

The Trust aims to rebuild the number of exhibits held each year at the Museum of Wellington City & Sea. The City Gallery is unique in that it does not hold a collection and must therefore generate new and stimulating exhibitions on a regular basis.

The Museum of Wellington City & Sea retains 10% of exhibit space for a regularly changing exhibition programme.

The Trust through Capital E has positioned Wellington as the site of New Zealand's premier children's theatre, and the Capital E National Arts Festival has developed as a key arts event in the capital city. Capital E provides children (through OnTV studio, SoundHouse NZ Studio, events and workshops) with the means to explore and express their creative voice, responding to exposure to a wide variety of creative and performance media. It is widely regarded by the museum, arts and education sectors as a primary link between children and the creative technology and performance arts industries.

It has redeveloped and opened the Cable Car Museum, integrating the restored Grip Car 3 (1904), improving the quality of displays, facilities and visitor access. It is important to regularly refresh and upgrade the core interpretation at the Cable Car Museum to provide variety and interest for the increasing number of repeat visitors.

The Trust has reviewed the operation of the Colonial Cottage Museum and is now focussed on the published opening hours which include weekends and a short summer season when the museum is open daily. This has limited the opportunity to host school and other groups however the fabric of the cottage as Wellington's oldest identified building is preserved.

### **3.1.3 Collaboration and Partnerships**

The Trust is part of a relatively small New Zealand sector which is reliant on cooperation and collaboration within the city, nationally and internationally. There are a number of smaller entities that operate in the heritage, cultural and arts sectors in Wellington which offers the opportunity to increasingly leverage resources and capability for joint benefit and the benefit of the city.

The Trust leverages its relationships to access resources for exhibitions and sponsorship to support its activities. The joint collaboration of New Zealand institutions enables a wider range of exhibits to be accessed by Wellington city residents.

Touring exhibitions are undertaken by the City Gallery Wellington and the Museum of Wellington City & Sea which support the vision of Wellington being the creative capital. This includes the planned tour of the Laurence Aberhart exhibition and the work of Elizabeth Thompson by the City Gallery. The Museum of Wellington City & Sea will be touring the *War in Paradise* exhibition and the exhibition, *Innocents Abroad* developed in partnership with Te Papa still continues its nationwide tour.

New partnerships will be encouraged and fostered with other Wellington Arts and Heritage organisations such as, Katherine Mansfield Birthplace, New Zealand Centre for Photography (Shed 11 type project), New Zealand Portrait Gallery, New Zealand Olympic Museum and other organisations where there is a synergy and a willingness that can be mutually beneficial for both organisations and for the city at large.

The Trust has commissioned a report on the feasibility of bringing together more than a dozen museums and galleries in the region to develop a 'regional collection storage' facility that could avoid duplication and a better use of resources.

Capital E's National Theatre for Children is the New Zealand representative on the Asia Pacific Producers and Presenters Network (APPN). The coming year will see the theatre tour internationally, performing the early childhood work "Songs of the Sea at the Victorian Arts Centre in Melbourne. Our relationship with festivals in Canada, Scotland and Australia make for excellent exchange opportunities. Our position as a leader in the SoundHouse field has and the Director has been invited to present a paper at the

International Children's Museum convention in Chicago. The Theatre has formed a close relationship with Footnote Dance and the collaborative work *Into the REM Zone*, first developed in 2006 will tour to the South Island.

The Trust works collaboratively with other Council CCOs such as Positively Wellington Tourism, Positively Wellington Waterfront and the Wellington Zoo and Council's own internal activities and units such as the events team.

#### ***3.1.4 Engaging the Community***

The Trust actively engages with the Wellington community at each of its key facilities. This is undertaken by developing public programmes that support public exhibitions, providing a venue for local community groups to present their own exhibitions and hold functions.

The City Gallery Wellington engages closely with the community through its public programmes and events with a strong linkage to education and groups with specialist needs.

The Museum of Wellington City & Sea actively promotes local artists, musicians and community art facilities through its exhibitions programme. The winter season at the Museum of Wellington City & Sea is particularly important in developing strong community linkages.

Active community participation and recreation is promoted with ONTV Studio, SoundHouse NZ, the Circus School, the Animation Workshop and the Capital E Whole Drama Programme. These programmes complement our theatre and arts programmes, shaped to inspire our child audience with works from a wide range of cultural experts and leading arts professionals. They promote active participation in after school, weekend and holiday creative activity throughout the year, with independent funding secured to ensure accessibility. They sit alongside our delivery to the education sector of hands on creative learning experiences.

#### ***3.1.5 Visitor audiences***

The Trust operates in and is influenced by the local, domestic and international visitor markets.

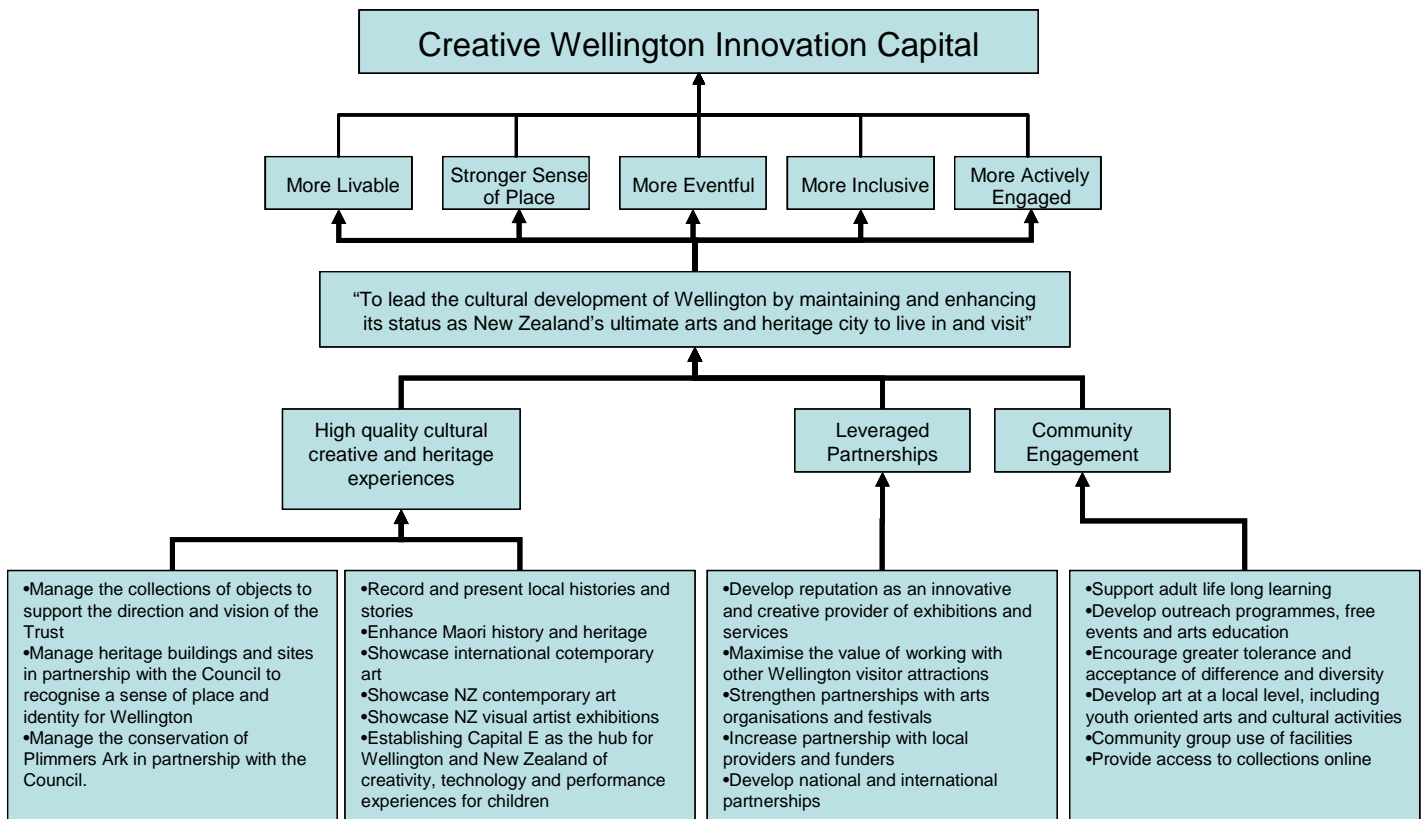
In the past five years, visitors to the Wellington have increased due to increased visitor numbers to New Zealand and a growing reputation and brand for Wellington as a visitor destination. However there was a significant slowing of growth in the international market during the 2005/06 summer season and well into the calendar year. Figures since the latter part of 2006 have indicated that there is again a forward movement in international visitor arrivals to the city (supported by tourism research data and published monthly arrival statistics) and some of this has already been reflected in a significant upturn in visitation to the Cable Car Museum.

The Trust seeks to generate repeat visitation from Wellingtonians to its changing programme of events and activities.

### 3.2 Alignment with Council Outcomes

There is a strong linkage between the activities of the Trust and the outcomes being sought by the Council for Wellington city. It is the largest grouping of cultural, arts and heritage attractions in Wellington. The exhibitions, events and collections are a core infrastructural asset for the city that links and can deliver on the city’s key strategic directions. The collective expertise of the staff gathered to curate and deliver these experiences is a key factor in the overall success of the Trust delivering on the city’s outcomes.

The city’s expectations are expressed through the high level outcome of being “Creative Wellington, Innovation Capital” and the Trust’s activities lead into five of the Council’s key objectives.



### **3.3 Organisational Health and Capability**

Organisationally the Trust is in a reasonably sound position however it is reliant on funding support from the Wellington City Council and other income generation such as grants or sponsorship sources to maintain its viability.

Maintaining operating viability is fundamental and any constraint in funding results in a consequent reduction in either service levels or core capability.

Central to its organisational health the Trust needs the ability to retain and enhance the creative skills of its staff to record local histories and stories, to work with contemporary arts community and to engage with community groups to create its programmes, exhibitions and events.

To maintain its viability the City Gallery Wellington has reduced the number of exhibition seasons each year to 3.5 and at the Museum of Wellington City & Sea the number of “temporary changing exhibitions” featured each year has been reduced. These should be regarded as short term measures as the expected outcome is a reduction in repeat visitation and a likely reduction in overall visitation. At Capital E, the biennial National Arts Festival currently can only be partly funded and long-term funding for this prestigious event is not secure.

The systems to support delivery are important in leveraging the resources of the Trust. The investment in IT network support allows shared support services across the different entities within the Trust and creates opportunities to provide support services to other arts and heritage organisations. The Trust is upgrading its accounting system as the existing package that was installed in 1996 is no longer supported. This will provide a new opportunity to further standardise procurement processes across the Trust.

### **3.4 Risk Management**

The Trust undertakes the following functions to assure the Board and Council that the risks of the operations of the Trust are identified and the appropriate measures are in place to manage these risks.

Financial and Legal Risks	<ul style="list-style-type: none"><li>• External Audit and Review of the Financial Accounts</li><li>• External review of HR policies, recruitment processes and contracts</li><li>• External review of Insurance policies</li><li>• External Health and Safety Review</li></ul>
Professional Standards	<ul style="list-style-type: none"><li>• Peer review and subject expert input into all major exhibitions</li><li>• Review of collection standards</li></ul>
Customer Service Standards	<ul style="list-style-type: none"><li>• Qualmark Accreditation of the CableCar Museum</li><li>• Regular Customer surveys are undertaken to ensure service standards are maintained</li></ul>

The major strategic risks that the Trust faces are as follows and the Trust's business planning identifies strategies to mitigate these risks.

<b>Strategic risk</b>	<b>Impact description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation strategy</b>
Loss of key personnel	<ul style="list-style-type: none"> <li>• Service disruption</li> <li>• Loss of IP</li> <li>• Loss corporate knowledge</li> </ul>	Possible	H	<ul style="list-style-type: none"> <li>• Performance management</li> <li>• Professional development</li> <li>• Broaden responsibilities</li> <li>• Competitive salaries</li> <li>• Resources to work with.</li> <li>• Ensure sufficient to deliver programmes</li> </ul>
Failure to meet funding needs to deliver agreed service levels.	<ul style="list-style-type: none"> <li>• Quality of experience impaired.</li> <li>• Loss of brand profile</li> <li>• No reserves to mitigate financial risks</li> </ul>	Possible	M	<ul style="list-style-type: none"> <li>• Negotiate with Council</li> <li>• Cut services</li> <li>• Generate new funds</li> <li>• Find sponsors</li> </ul>
Failure to manage collection to acceptable national and international standards.	<ul style="list-style-type: none"> <li>• Deterioration in fabric of collection</li> <li>• Tagged annual accounts</li> <li>• New objects not gifted.</li> <li>• Storage of Council's planned art collection at risk.</li> <li>• Cannot attract professional qualified staff</li> </ul>	Possible	M	<ul style="list-style-type: none"> <li>• Plan for new collection store to be available by 2010.</li> <li>• Combined regional facility being investigated.</li> </ul>

**H:** High.      **M:** Moderate

### **3.5 Council Relationship Principles.**

The Trust will provide quarterly reports in the agreed format to the Monitoring Sub Committee on the agreed dates and present its Summary Business Plan along with the Strategic Plan and Statement of Intent on agreed dates.

The Trust's Annual Report and audited accounts will be supplied to the Wellington City Council within 60 days of the end of the financial year.

The principles governing the relationship with Wellington City Council as its primary stakeholder will include;

- Operating on a “no surprises” basis with open and full disclosure of information as required
- Early advice to the Wellington City Council in the event of any situation that may be potentially contentious in nature.
- Disclosing any significant transactions that are planned within the Trust business plan.

### **3.6 Major transactions**

The Trust is planning no major transactions this financial year except the extension to the City Gallery Wellington that is being managed by the Wellington City Council.

Planning is underway for the relocation of the Trust's collection store which houses the city's collection and that of the Museum of Wellington City & Sea which is now integrated as the “city collection” of objects and ephemera. Archival records have either been transferred to the City Council Archives or deaccessioned.

The Trust has initiated a feasibility study looking at a ‘regional solution’ for a collection store that would house numerous collections from regional and smaller national institutions. It is believed that this would be an effective use of resources. Our commissioned report will be available in May which will confirm the direction we need to follow. It is anticipated that the relocation should take place in the 2009/10 year.

The Trust will be reporting to the Council in April 2007 on the future options for the Plimmers Ark conservation project.

## 4 Objectives

### 4.1 Collections and Conservation

Objective	Goals	Performance Measures
<p><b>Develop and maintain collections that enable the Trust to document, illustrate and explore Wellington's social and cultural heritage for the benefit of present and future generations.</b></p>	<p>Advise Wellington City Council on the conservation management and future development of the Plimmer's Ark.</p> <p>Maintain and safely house the city's collection of objects at its four sites to an acceptable international standard.</p> <p>To make accessible to the public information on the city's collection.</p> <p>Upgrade the Cable Car Museum's Grip Car 1 and Precinct Galleries to better integrate the story</p> <p>Develop the concept of 'heritage meets theatre' in the Winding Room to present the story in a lively and high impact way.</p> <p>Provide advice and advocacy of the conservation of the Cable Car Trailer – Palace Tram in Kelburn</p> <p>Maintain the heritage values of the Colonial Cottage</p>	<p>Decision made by WCC by July 2007 on the long-term conservation of Plimmers Ark and WMT develops plan to implement WCC decision by October 2007.</p> <p>Complete assessment into the regional concept for a relocated collection store by May 2007</p> <p>Develop plan by December 2007 in conjunction with WCC to relocate the Tyers Road collection store.</p> <p>Maintain the large heritage objects displayed at the Cable Car Museum to recognised international standards - ongoing</p> <p>Manage the collection at the Colonial Cottage Museum to recognised international standards - ongoing</p> <p>Continued upgrade of collection management system upgraded to enable collections to be available to the community using online technology - ongoing.</p> <p>Project team confirmed and plan to open upgrade on 6 December 2007</p> <p>Project team established, concept developed, funding secured and new experience delivered by March 2008</p> <p>Develop in partnership with Cable Car Heritage an advocacy plan to restore and display tram.</p> <p>Manage the building at 68 Nairn Street in terms of the conservation plan and make the building accessible to the public at weekends and daily in January.</p>

## 4.2 Creative and Learning Experiences

Objective	Goals	Performance Measures
<p><b>To develop high quality creative arts cultural and heritage experiences to enable people to develop a greater understanding of Wellington’s culture and heritage</b></p>	<p>To maximise visitation to the Wellington Museums Trust group that attracts local, national and international visitors.</p> <p>To provide education programmes for school students that are linked to curriculum standards and supports educational outcomes</p> <p>To provide public programmes that augment exhibition programmes, encourage public participation and cultural and heritage understanding.</p>	<p>To attract 90,000 visitors to the Museum of Wellington City &amp; Sea.</p> <p>To attract 160,000 visitors to City Gallery Wellington.</p> <p>To attract 220,000 visitors to the Wellington Cable Car Museum</p> <p>To attract 2,700 visitors to the Colonial Cottage Museum.</p> <p>To attract 20% repeat visitation to MOWCAS.</p> <p>To attract 95,000 visitors to Capital E activities.</p> <p>7,500 students experience the SoundHouse programmes</p> <p>7,500 students experience an ONTV programme</p> <p>6,000 students experience a programme at Museum of Wellington City &amp; Sea</p> <p>2,000 students experience a programme at the Cable Car Museum and Colonial Cottage Museum.</p> <p>7,100 students experience the City Gallery Wellington programmes.</p> <p>A season of weekend winter public programmes developed for the Cable Car Museum that will be presented in June, July and August</p> <p>Present three seasons of exhibitions in the main galleries of City Gallery Wellington including the work of two international artists (Hany Armanious and Salla Tykka), a 2008 Festival exhibition featuring the New Zealand artist Michael Parikowhai and an exhibition of Crown Lynn.</p>

	<p>To create and present a diverse and dynamic programme of exhibitions, events and visitor experiences that meet the objectives and vision of the Trust.</p>	<p>Present 9 exhibitions in the Hirschfeld Gallery at the City Gallery Wellington and accompanying talks by artists dedicated to Wellington, Wellington artists and art about Wellington.</p> <p>Present two new temporary exhibitions at the Museum of Wellington City &amp; Sea and five community shows and develop an ongoing programmes in the museum's 'container'.</p> <p>Present 12 events at Capital E utilising the building and on occasions the Civic Square.</p>
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<p><b>To position Wellington and New Zealand as the hub of creativity, technology and performance experiences for children.</b></p>	<p>Deliver the Capital E National Theatre for Children programme that allows children to explore, develop and present their arts and cultural heritage utilising contemporary technology and media</p> <p>To offer Sound House scholarships that nurture young musical, dance and technical talent and provide a safe and balanced entry into the world of professional performance.</p> <p>To develop at Capital E a programme of after school, weekend and holiday works that provides opportunities for the creative development of children.</p>	<p>Theatre to deliver three public and two school seasons to Wellington audiences.</p> <p>National Tour of two productions will reach North and South Island audiences At least one show will be on sold within New Zealand, and one exported to Australia</p> <p>Theatre to tour REM Zone, new work developed in collaboration with Footnote Dance.</p> <p>Three signature events presented supported by other major partnerships and community events.</p> <p>30 students attend the scholarship programme and present as part of the annual performance programme.</p> <p>A programme of weekend workshops/events (including ONTV/SoundHouse activity) will take place for at least 30 weekends (or equivalent), and throughout school holidays</p>
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### 4.3 Effective Partnerships

Objective	Goals	Performance Measures
<p><b>To work in partnership with Wellington city cultural, arts and heritage organisations to share resources and assist in positioning Wellington as the cultural capital</b></p>	<p>Develop and maintain strategic relationships and operational projects.</p>	<p>Continue to tour the <i>Innocents Abroad</i> exhibition in conjunction with Te Papa to New Zealand venues in 2007/08 and <i>War in Paradise</i> to New Zealand and New Caledonian venues.</p> <p>Tour through the City Gallery Wellington to other New Zealand venues, two exhibitions including, <i>Elizabeth Thompson-My Hi Sci Fi</i> and <i>Laurence Aberhart</i></p> <p>Generate 20 partnerships with Wellington based arts, cultural and educational institutions, other organisations to deliver events, exhibitions or public programmes.</p> <p>Tour two productions from the Capital E National Theatre for Children nationally and one internationally.</p>
<p><b>To work in partnership with Wellington city cultural, arts and heritage organisations to share resources to assist in achieving sustainability</b></p>	<p>To establish long-term partnership agreements with Wellington based arts, cultural and tourist organisations.</p>	<p>Two new long-term partnership agreements established.</p> <p>Leadership role to be taken with the Cable Car Tourism Precinct group.</p>
<p><b>To work in partnership with national and international arts and heritage organisations to access exhibitions and resources for mutual benefit</b></p>	<p>Maintain relationships with national and international museums and galleries to share resources.</p>	<p>Develop two major international partnerships at the City Gallery Wellington with overseas institutions (Museum of Contemporary Art Sydney, Australia, Institute of Modern Art, and Brisbane Australia).</p> <p>Develop and tour an exhibition of a senior New Zealand artist in partnership with another New Zealand arts institution (Dunedin Public Art Gallery and Laurence Aberhart).</p>

#### 4.4 Community Engagement

Objective	Goals	Performance Measures
<p><b>To encourage participation and understanding of Wellington’s arts, culture an heritage by providing opportunities for participation by community groups</b></p>	<p>Become known as a welcoming, inclusive organization that recognizes the role of migrant groups and recognises the value and benefits of a culturally, socially and religiously diverse community by creating opportunities to tell their stories and share in their events.</p>	<p>Continue to partner with Te Taura Whiri the Maori Language Commission to organise events for Maori Language week.</p> <p>At Capital E work with the Chinese, Indian Thai and Indonesian communities to organise events associated with their national days or festivals.</p> <p>City Gallery to continue to deliver and develop Deaf Community Tours in partnership with WCC.</p> <p>Capital E will provide THREE public events occur throughout the year and facilitate FIVE community partnership events</p> <p>Continue with and develop the Late Night Sessions (opening the Gallery late on Thursday nights).</p> <p>Hold a Youth Arts Day at City Gallery in conjunction with the Muka Youth Prints.</p>
	<p>To work in partnership with local iwi and Maori to ensure recognition of the contribution of the tangata whenua</p>	<p>Work in partnership with the Tenth Trust for the development of the new Maori Gallery at the City Gallery by formalizing the relationship</p> <p>Play a kaitiaki role in its care of the City’s Maori taonga in a culturally appropriate way</p> <p>Continue the planning to present “Wellington 10ths” – an examination of the Port Nicholson Block treaty claim</p>

## 5 Capital Expenditure.

The Trust plans to commit around \$300,000 to capital expenditure that relates to the much needed replacement of some key fixed assets that have been delayed in recent years and these will be funded from depreciation. Any new capital projects will require funding from other sources. The key capital expenditure projects are summarised below. A business case for the expenditure on each project will be developed before any commitment is made which may see the priority change or the projected cost change.

<b>Project description</b>	<b>Amount</b>	<b>How funded</b>
Replace film feature projectors at MOWCAS	70,000	Depreciation
Permanent exhibit upgrade MOWCAS	26,000	Depreciation
Upgrade ventilation system at Cable Car Museum and Trust Office	20,000	Depreciation
Upgrade permanent exhibit Grip Car 1 Gallery at Cable Car Museum	12,000	Depreciation
ONTV Studio replacement of equipment	18,000	Depreciation
Upgrade screens in foyer at Capital E and cabling to studios	18,000	Depreciation
City Gallery Reading Room furniture, portable and stacking stools, UV filter west gallery, exhibition lights	26,000	Depreciation
IT equipment including integration of Patron and POS systems and final implementation of new accounting system	20,000	Depreciation
General furniture, equipment, floor covering replacement	22,000	Depreciation
“Playground” and SoundHouse entry upgrade at Capital E	25,000	Part depreciation
Capital E Foyer redevelopment	25,000	Part depreciation
	<b>\$282,,000</b>	
<b>Funding to be sought or part funded from depreciation</b>		
Animation Station setup	15,000	Funding to be sought
Capital E Main floor raking	20,000	Funding to be sought
City Gallery Wellington extension fit out - lighting, furniture (seating)and lighting	40,000.	Funding to be sought.
Refurbish MOWCAS retail	25,000	Funding to be sought
Te Waka Huia – the container gallery	12,000	Funding to be sought
Develop small theatrette and revamp medal collection at MOWCAS	30,000	Funding to be sought

## 6 Measuring Performance

The Trust reports to Wellington City Council against a range of performance measures which reflect its contribution towards the City's desired outcomes, measures of organisational effectiveness and measures of the health and capability of the Trust.

### 6.1 City Outcomes

Measure	Frequency of measure	Target 2007/08
Attendance Targets		
- City Gallery	Quarterly	160,000
- Capital E	Quarterly	95,000
- City and Sea	Quarterly	90,000
- Plimmers Ark	Quarterly	Target to be set when future outcome known.*
- Colonial Cottage	Quarterly	2,700
- Cable Car Museum	Quarterly	220,000
- NZ Cricket Museum	Quarterly	3,000
* Plimmers Ark could be closed due to the risks associated with the tanks and to prepare for its relocation		
Mount at least two temporary exhibitions plus five community partnership exhibitions at the Museum of Wellington City & Sea		3
Hold a total of 3.5 seasons of exhibitions in the main galleries at the City Gallery Wellington and 9 exhibitions in the Michael Hirschfeld Gallery		3.5 9
Capital E - 40,000 people experience a theatre production, including 16,000 from Wellington		40,000 16,000

### 6.2 Effectiveness Measures

The following measures will be reported quarterly

- a) Operating performance to budget
- b) Balance sheet
- c) Cash flows

Measure	Frequency of measure	Target 2007/08
Subsidy per Customer (excludes Plimmers Ark but including rental subsidy)	Quarterly	\$10.67
Average retail income per customer	Quarterly	\$1.16

### 6.3 Organisational Health and Capability Measures

Measure	Frequency of measure	Target 2007/08
Community Support	Quarterly	
- Volunteer hours at the Museum of Wellington City & Sea	Quarterly	750
- Friends of the Gallery membership of 400	Annually	400
-Foundation Club membership total 600	Annually	600
Staff turnover	Quarterly	
Exhibit development expenditure	Quarterly	
Repeat Visitation levels		
- Increase repeat visitation (Wellingtonians) to 20% at the Museum of Wellington City & Sea	Quarterly	20%
Customer satisfaction measures		
- 95% of visitors to all Trust facilities rate their visit as good or very good.	Annually	95%
Awareness in WCC Council Annual Survey		
-City Gallery	Annually	85%
-Museum of Wellington City & Sea	Annually	85%
-Capital E	Annually	85%
-Cable Car Museum	Annually	80%

## 7 Financial Information

CCO: Wellington Museums Trust Inc.

Business Plan 2006/07

\$x000's

Estimate 30-Jun-06	<b>EARNINGS STATEMENT</b>	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07	Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
	<b>Revenue</b>							
1,056	Trading Income	199	289	247	258	993	969	969
5,592	WCC Grants	1,514	1,514	1,514	1,514	6,055	6,176	6,330
208	Other Grants	52	52	52	52	208	208	208
700	Sponsorships and Donations	127	126	212	127	591	591	591
76	Investment Income	27	11	27	11	76	76	76
32	Other Income	6	6	6	14	33	33	33
7,664	<b>Total Revenue</b>	1,925	1,998	2,058	1,975	7,957	8,054	8,208
	<b>Expenditure</b>							
2,705	Employee Costs	743	743	743	743	2,971	3,047	3,131
4,733	Other Operating Expenses	1,045	1,234	1,094	1,170	4,543	4,564	4,635
417	Depreciation	104	104	104	104	417	417	417
36	Interest	6	6	6	6	25	25	25
7,892	<b>Total Expenditure</b>	1,898	2,087	1,947	2,024	7,957	8,054	8,208
(228)	<b>Net Surplus/(Deficit) before Taxation</b>	27	(89)	111	(49)	(0)	0	0
0	Taxation Expense	0	0	0	0	0	0	0
(228)	<b>Net Surplus/(Deficit)</b>	27	(89)	111	(49)	(0)	0	0
-3.0%	<b>Operating Margin</b>	1.4%	-4.5%	5.4%	-2.5%	0.0%	0.0%	0.0%

Estimate 30-Jun-06	STATEMENT OF FINANCIAL POSITION				Qtr to 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07			
	<b>Shareholder/Trust Funds</b>						
2,123	Share Capital/Settled Funds	2,123	2,123	2,123	2,123	2,123	2,123
0	Revaluation Reserves	0	0	0	0	0	0
28	Restricted Funds	28	28	28	28	28	28
2,669	Retained Earnings	2,696	2,607	2,718	2,669	2,669	2,669
4,820	<b>Total Shareholder/Trust Funds</b>	4,847	4,758	4,868	4,820	4,820	4,820
	<b>Current Assets</b>						
4	Cash and Bank	-32	-31	35	15	26	-7
120	Accounts Receivable	170	180	150	100	100	100
270	Other Current Assets	275	320	290	250	250	250
394	<b>Total Current Assets</b>	413	469	475	365	376	343
	<b>Investments</b>						
0	Deposits on Call	1,275	200	1,157	200	290	425
0	Other Investments	0	0	0	0	0	0
0	<b>Total Investments</b>	1,275	200	1,157	200	290	425
	<b>Non-Current Assets</b>						
5,179	Fixed Assets	5,174	5,138	5,084	5,043	4,876	4,708
0	Other Non-current Assets	0	0	0	0	0	0
5,179	<b>Total Non-current Assets</b>	5,174	5,138	5,084	5,043	4,876	4,708
	<b>Total Assets</b>						
5,573	<b>Total Assets</b>	6,862	5,807	6,715	5,608	5,542	5,476
	<b>Current Liabilities</b>						
293	Accounts Payable and Accruals	433	610	315	395	395	395
105	Provisions	99	118	81	105	106	108

0	Other Current Liabilities	1,146	0	1,146	0	0	0
398	<b>Total Current Liabilities</b>	1,677	728	1,542	500	501	503
	<b>Non-Current Liabilities</b>						
0	Loans - WCC	0	0	0	0	0	0
355	Loans - Other	338	321	305	288	221	153
0	Other Non-Current Liabilities	0	0	0	0	0	0
355	<b>Total Non-Current Liabilities</b>	338	321	305	288	221	153
4,820	<b>Net Assets</b>	4,847	4,758	4,868	4,820	4,820	4,820
1.0	<b>Current Ratio</b>	0.2	0.6	0.3	0.7	0.8	0.7
86.5%	<b>Equity Ratio</b>	70.6%	81.9%	72.5%	85.9%	87.0%	88.0%

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Estimate 30-Jun-06	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07	Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
	<b>Cash provided from:</b>							
1,092	Trading Receipts	194	179	367	313	1,053	969	1,009
5591.77892	WCC Grants	1513.84473	1513.84473	1513.84473	1513.84473	6055.37892	6176.37892	6330.37892
207.62504	Other Grants	51.90626	51.90626	51.90626	51.90626	207.62504	207.625	207.625
699.96004	Sponsorships and Donations	126.8776102	125.6383994	211.9260221	126.7999283	591.24196	591.242	591.242
76	Investment Income	27.14285714	10.85714286	27.14285714	10.85714286	76	76	76
32	Other Income	6	6	6	14	33	33	33
7,699		1,920	1,888	2,178	2,030	8,017	8,054	8,248
	<b>Cash applied to:</b>							
2705.09636	Payments to Employees	742.79472	742.79472	742.79472	742.79472	2971.17888	3047.491428	3130.587428
4972.05118	Payments to Suppliers	82.10103329	2153.201642	309.3383052	2182.56567	4727.20665	4562.352177	4693.256177
22.76063	Net GST Cashflow	-266.4565	-25	30	-5	-266.4565	0	-20
0	Other Operating Costs	0	0	0	0	0	0	0
36	Interest Paid	6	6	6	6	25	25	25
7,736		565	2,877	1,088	2,927	7,457	7,635	7,829

(37)	<b>Total Operating Cash Flow</b>	1,356	(990)	1,090	(896)	560	419	419
	<b>Investing Cash Flow</b>							
	<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>							
120	Purchase of Fixed Assets	100	68	50	64	282	250	250
0	Other	0	0	0	0	0	0	0
120		100	68	50	64	282	250	250
(120)	<b>Total Investing Cash Flow</b>	(100)	(68)	(50)	(64)	(282)	(250)	(250)

Estimate 30-Jun-06	STATEMENT OF CASH FLOWS (CONT)					Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07				
	<b>Financing Cash Flow</b>							
	<i>Cash provided from:</i>							
0	Drawdown 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
	<i>Cash applied to:</i>							
(75)	Repayment of Loans	17	17	17	17	67	67	67
0	Other	0	0	0	0	0	0	0
(75)		17	17	17	17	67	67	67
75	<b>Total Financing Cash Flow</b>	(17)	(17)	(17)	(17)	(67)	(67)	(67)
(81)	<b>Net Increase/(Decrease) in Cash Held</b>	1,239	(1,074)	1,023	(977)	210	102	102

39	<b>Opening Cash Equivalents</b>	4	1,243	169	1,192	(43)	215	316
(43)	<b>Closing Cash Equivalents</b>	1,243	169	1,192	215	168	316	418

Estimate 30-Jun-06	<b>CASH FLOW RECONCILIATION</b>	Qtr to 30-Sep-06	Qtr to 31-Dec-06	Qtr to 31-Mar-07	Qtr to 30-Jun-07	Total YE 30-Jun-07	Total YE 30-Jun-08	Total YE 30-Jun-09
(228)	<b>Operating Surplus/(Deficit) for the Year</b>	27	(89)	111	(49)	(0)	0	0
	Add Non Cash Items							
417	Depreciation	104	104	104	104	417	417	417
0	Other	0	0	0	0	0	0	0
190		132	15	215	56	417	417	417
	<b>Movements in Working Capital</b>							
16	(Increase)/Decrease in Receivables	(50)	(10)	30	50	20	0	0
(8)	(Increase)/Decrease in Other Current Assets	(5)	(45)	30	40	20	0	0
(234)	Increase/(Decrease) in Accounts Payable	140	178	(295)	80	102	0	0
(0)	Increase/(Decrease) in Other Current Liabilities	1,140	(1,127)	1,110	(1,122)	0	1	1
(226)		1,224	(1,005)	875	(952)	142	1	1
	<b>Net Gain/(Loss) on Sale:</b>							
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
(37)	<b>Net Cash Flow from Operations</b>	1,356	(990)	1,090	(896)	560	419	419

## 8 Supporting Financial Information

### 8.1 Trust Accounting Policies

#### Accounting Policies

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

**a) Accounts Receivable**

Accounts receivable are stated at expected realisable value after providing against debts where collection is doubtful.

**b) Depreciation**

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided on a straight line basis at rates that will write off the cost of the assets, less their estimated residual values, over their estimated useful lives. The depreciation rates of the major classes of assets are as follows:

Computer equipment	33%	SL
Office equipment	25%	SL
Furniture & fittings	25%	SL
Computer software	33%	SL
Motor Vehicles	20%	SL
Museum Fittings	5%	-25%SL
Leasehold improvements	5%	-25%SL

**c) Valuation of Collection & Artifacts**

The Collection and Artifacts were transferred to the Trust from the Wellington Maritime Museum Trust on 29 February 1996 and have not been depreciated in the year to 30 June 2006. The Trust has chosen to use the same valuation method used by the Wellington Maritime Museum Trust, that of trustee valuation. Additions since are at cost.

**d) Merchandise**

Merchandise is stated at the lower of cost and net realisable value.

**e) Taxation**

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

**f) Availability of Future Funding**

The Trust is reliant on the Wellington City Council (the 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.

If the Trust were 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 realised other than at the amounts stated in the statement of financial position. In addition the Trust may have to provide for further liabilities that might arise, and to reclassify fixed assets as current assets.

**g) Comparatives**

Certain comparative information has been reclassified in order to provide a more appropriate basis for comparison.

**h) Differential reporting**

The Trust qualifies for differential reporting because it is not publicly accountable and the owner is a member of the Trust's governing body. The Trust has applied differential reporting exemptions available under the following:

*FRS-31 Disclosure of Information about Financial Instruments*  
*SSAP-23 Financial Reporting for Segments*

## **8.2 Ratio of Total Assets: Liabilities**

The Trust prefers to remain debt free with the exception of the Museum of Wellington City & Sea fit out.

Debt may not be raised to finance operating expenses.

The Trust has a policy: ratio of total assets to total liabilities of 3:1.

Total assets exclude the value of the collections and artifacts but include all other fixed and current assets. Total liabilities include all current and term liabilities of the Trust.

### **8.3 Activities for which compensation from Council is sought.**

The Trust is seeking a core operational funding grant (excluding rental subsidy of \$1,472,075) of **\$4,583,304** for the 2007/2008 financial year.

### **8.4 Significant Obligations/Contingent Liabilities**

- (a) The Museum of Wellington City & Sea project has now been completed. There remains a term loan estimated to be \$280,000 at 1 July 2007 secured by a Bank Guarantee from the Wellington City Council. This loan is planned to be repaid over a period of ten years.
- (b) The Trust currently holds a modest cash reserve (for less than one months operation) to meet operational requirements and to mitigate risks.
- (c) The Trust has no contingent liabilities

### **8.5 Distribution to Settlor.**

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

W.A.Brien  
Chairman  
Wellington Museums Trust