

**ST JAMES THEATRE CHARITABLE TRUST**

**REPORT NO. 3**

**Prepared for Wellington City Council  
Monitoring Subcommittee**

**For the 3rd Quarter 2005/6  
1 January – 31 March 2006**

**Signed**

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**Date**

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## 1. OVERVIEW

The third quarter of the year was very busy with excellent financial results.

| Perform'ces this quarter | Budget this quarter | Same quarter 2004-5 | Same quarter 2003-4 | Same quarter 2002-3 | Perform'ces YTD (9 months) | Budget YTD (9 months) |
|--------------------------|---------------------|---------------------|---------------------|---------------------|----------------------------|-----------------------|
| 66                       | 79                  | 15                  | 33                  | 43                  | 167                        | 177                   |

The 3<sup>rd</sup> quarter programme was strong with WMT's Beauty and the Beast, The NZ International Arts Festival and The Royal NZ Ballet's The Wedding. However actual performances were under budget due to fewer than budgeted Festival performances primarily in the Opera House.

The rollover arrangement with Ticketek has been renewed until 30 September 2006.

Installation of the Pit Lift continues.

|  | Actual This Quarter | 2005/6 Budget 3rd Quarter | Same Period Last Year (Actual) |
|--|---------------------|---------------------------|--------------------------------|
| Trust Consolidated profit/(loss) (after depreciation and interest charged) | 134,972             | (119,120)                 | (416,062)                      |

## 2. THEATRE OPERATIONS

### 2.1 Overview

| Company profit/(loss) | Actual profit/(loss) | 2005/2006 Budget |
|-----------------------|----------------------|------------------|
| January               | 43,659               | (59,325)         |
| February              | (18,098)             | 276              |
| March                 | 197,335              | 110,047          |
| Total this Quarter    | 222,896              | 50,998           |
| Total year to date    | 385,374              | (53,535)         |

### 2.2 Performance Analysis

Shows that took place were:

|                  |  |
|------------------|--|
| Westpac St James | Beauty and the Beast**<br>The History Boys<br>Bright Abyss<br>Holy Sinner **<br>Aterballetto |
| Opera House      | Beatlemaniacs<br>Hayley Westenra<br>Eraritjaritjaka<br>Tristan & Yseult<br>Eva               |

Talvin Singh  
Rebirth of a Nation  
Strassman  
Romeo and Juliet

\*\*These productions received financial assistance from either the St James Theatre Ltd directly or by way of a Performing Arts Foundation subsidy.

### 2.3 Westpac St James Theatre

The St James achieved 44 out of 46 budgeted performances.

### 2.4 The Opera House

The Opera House achieved 22 performances against the 33 budgeted. The Opera House is proving an excellent venue for one and two night performances.

### 2.5 Food, Beverage & Events

February and March were strong revenue months for the food and beverage operation with the NZ International Arts Festival. Growth in revenue continues in both The Jimmy Café and the Opera House Espresso Bar. Work continues on new initiatives to further grow this business.

### 2.6 Marketing/Development (Fundraising)

The web site received 12,815 unique visits, viewing 67,320 pages and 382,187 hits during January to March period.

The new season brochure was sent to 16,000 database customers with a total print run of 45,000. The customer database is being constantly updated and is steadily growing.

The wotzon.com page was set up in time for the NZ International Arts Festival which provided panoramic views of both cafes and the St James Foyer.

## 2.6 Audience Development

### How we performed

|  | Budget | YTD Actual 31/3/06                          |
|--|--------|---|
| Number of performances/events/master classes/tours/dress rehearsals open to under 20s through school/college/tertiary organisations or accompanied by their families | 30     | 30 (includes 3 for Dorothy Dinosaur)        |
| Number of attendees at above   | 5,000  | 5,924 (includes 1,819 for Dorothy Dinosaur) |

### What we did

- The *Theatre for Schools Programme* Term 1 events calendar was sent out to the schools mailing list of 445.
- A summer holiday lighting workshop took place for 4 days in partnership with Te Whaea.
- Students from three Wellington lower decile schools received subsidised tickets to see *DJ Spooky* during the NZ International Arts Festival.

- Two choreography workshops for students and one drama workshop for teachers were organised.
- The 2006 Preview Evening took place with approximately 400 attendees. Seventeen shows were previewed. The response to the shows was very promising with the total value of ticket purchases resulting from the Preview Evening at \$12,748.

#### **Activities for the next quarter**

- The Theatre will be involved with the "Big Look See" on 13<sup>th</sup> May
- The 3<sup>rd</sup> Wellington Storylines Festival of Children's Literature Family Day was confirmed for 10<sup>th</sup> & 11<sup>th</sup> June 06.

#### **Future Considerations**

Wellington City Council has elected not to grant the Trust's application for a new initiative funding to continue the schools programme after 30 June 2006 as the Council believes the Trust can obtain funding from Central Government (LEOTC). To the best of the Trust's knowledge this is incorrect as there is no selection round commencing 1 July 2006 or 1 July 2007 for the Arts/Nga Toi. (1 July 2006 selection is for Science/Putaiiao, Mathematics and Technology and 1 July 2007 is for Social Sciences/Tikanga a Iwi). The Trust also does not fit the essential LEOTC criteria of "providing specific education services" as the Trust is providing a schools' coordination service rather than actual teaching services through the Audience Development Programme. As a result several of the activities above will cease as of 30 June 2006.

### **3. ISSUES/RISKS**

#### **3.1 Entrepreneurial Shows**

The St James Theatre Limited did not present any "own shows" in this quarter due to the busy calendar of venue rental shows.

### **4. KPI REPORTING**

The KPI performance reflects the activity levels of each entity for the quarter. Please see attached reports, as detailed below.

### **5. FINANCIAL INFORMATION**

Please see attached information:

|                 |  |
|-----------------|--|
| <b>Item 5.1</b> | Consolidated Statement of Financial Performance<br>1 January 2006 to 31 March 2006 |
| <b>Item 5.2</b> | Consolidated Statement of Financial Position<br>As at 31 March 2006                |
| <b>Item 5.3</b> | Consolidated Statement of Cash Flows<br>1 January 2006 to 31 March 2006            |
| <b>Item 5.4</b> | Consolidated Key Performance Indicators<br>1 January 2006 to 31 March 2006         |

**Item 5.1****St James Theatre Charitable Trust****Consolidated Statement of Financial Performance (Company and Trust Only)****For the Third Quarter - 1 January 2006 to 31 March 2006**

|   | Company          |                  |                        |   | Trust            |                  |                        |   | Consolidated     |                  |                        |   | 12 Month<br>Reforecast<br>as at Mar 06<br>\$'000 | 12 Months<br>2006 Budget<br>\$'000 |
|---|------------------|------------------|------------------------|---|------------------|------------------|------------------------|---|------------------|------------------|------------------------|---|--|------------------------------------|
|   | This quarter     |                  | Forecast               |   | This quarter     |                  | Forecast               |   | Year to date     |                  | Forecast               |   |  |                                    |
|   | Actual<br>\$'000 | Budget<br>\$'000 | as at Dec 05<br>\$'000 |   | Actual<br>\$'000 | Budget<br>\$'000 | as at Dec 05<br>\$'000 |   | Actual<br>\$'000 | Budget<br>\$'000 | as at Dec 05<br>\$'000 |   |  |                                    |
| <b>Revenue</b>                          |                  |                  |                        |   |                  |                  |                        |   |                  |                  |                        |   |  |                                    |
| Sponsorships / Grants                   |                  |                  |                        |   | 90               | 94               | 39                     |   | 470              | 186              | 419                    | 6 | 509  | 225                                |
| Theatre & Related Revenue               | 642              | 524              | 497                    | 1 |                  |                  |                        |   | 1,844            | 1,645            | 1,703                  |   | 2,118  | 2,249                              |
| Food & Beverage Revenue                 | 424              | 419              | 349                    | 2 |                  |                  |                        |   | 1,139            | 1,246            | 1,064                  |   | 1,416  | 1,773                              |
| Box Office and Ticketek Revenue         | 25               | 39               | 34                     | 3 |                  |                  |                        |   | 80               | 85               | 89                     |   | 92   | 101                                |
| Other Revenue                           | 15               | 14               | 14                     |   | 18               | 3                | 7                      |   | 106              | 50               | 90                     |   | 122  | 67                                 |
|   | <b>1,107</b>     | <b>996</b>       | <b>895</b>             |   | <b>107</b>       | <b>96</b>        | <b>46</b>              |   | <b>3,640</b>     | <b>3,213</b>     | <b>3,366</b>           |   | <b>4,258</b>                                     | <b>4,414</b>                       |
| <b>Expenditure</b>                      |                  |                  |                        |   |                  |                  |                        |   |                  |                  |                        |   |  |                                    |
| Administration                          |                  |                  |                        |   | 5                | 8                | 7                      |   |                  |                  |                        |   |  |                                    |
| F&B Cost of Goods                       | 143              | 116              | 107                    |   |                  |                  |                        |   | 372              | 320              | 336                    |   | 440  | 432                                |
| House Expenses / Operating              | 212              | 216              | 214                    | 4 | 3                | 13               | 35                     |   | 827              | 1,059            | 866                    |   | 1,134  | 1,558                              |
| Personnel                               | 388              | 400              | 342                    | 5 | 27               | 25               | 23                     |   | 1,216            | 1,244            | 1,166                  |   | 1,588  | 1,670                              |
| Property                                | 109              | 144              | 146                    |   |                  |                  |                        |   | 326              | 433              | 361                    |   | 560  | 577                                |
|   | <b>852</b>       | <b>876</b>       | <b>810</b>             |   | <b>34</b>        | <b>46</b>        | <b>65</b>              |   | <b>2,741</b>     | <b>3,056</b>     | <b>2,729</b>           |   | <b>3,722</b>                                     | <b>4,237</b>                       |
| <b>Operating Profit BODIDIT</b>         | <b>255</b>       | <b>120</b>       | <b>85</b>              |   | <b>73</b>        | <b>49</b>        | <b>(19)</b>            |   | <b>899</b>       | <b>156</b>       | <b>637</b>             |   | <b>536</b>                                       | <b>177</b>                         |
| Depreciation - Operating Assets         | 31               | 69               | 38                     |   | 0                | 0                | 0                      | 7 | 93               | 190              | 100                    |   | 150  | 263                                |
| <b>Operating Profit BIDIT</b>           | 223              | 51               | 47                     |   | 73               | 49               | (19)                   |   | 806              | (33)             | 537                    |   | 386  | (86)                               |
| Depreciation - Infrastructure Assets    |                  |                  |                        |   | 149              | 182              | 147                    | 7 | 446              | 528              | 445                    |   | 594  | 713                                |
| <b>Operating Profit BIT</b>             | 223              | 51               | 47                     |   | (76)             | (133)            | (167)                  |   | 359              | (561)            | 92                     |   | (208)  | (799)                              |
| Interest                                |                  |                  |                        |   | 19               | 39               | 19                     |   | 57               | 116              | 57                     |   | 75   | 154                                |
| <b>Operating Profit before tax</b>      | <b>223</b>       | <b>51</b>        | <b>47</b>              |   | <b>(95)</b>      | <b>(171)</b>     | <b>(38)</b>            |   | <b>302</b>       | <b>(677)</b>     | <b>35</b>              |   | <b>(284)</b>                                     | <b>(954)</b>                       |
| Taxation                                |                  |                  |                        |   | 0                | 0                | 0                      |   | 0                | 0                | 0                      |   | 0  | 0                                  |
| <b>Net Profit after tax</b>             | <b>223</b>       | <b>51</b>        | <b>47</b>              |   | <b>(95)</b>      | <b>(171)</b>     | <b>(38)</b>            |   | <b>302</b>       | <b>(677)</b>     | <b>35</b>              |   | <b>(284)</b>                                     | <b>(954)</b>                       |
| <b>Net Profit</b>                       | <b>223</b>       | <b>51</b>        | <b>47</b>              |   | <b>(95)</b>      | <b>(171)</b>     | <b>(38)</b>            |   | <b>302</b>       | <b>(677)</b>     | <b>35</b>              |   | <b>(284)</b>                                     | <b>(954)</b>                       |
| Distributions to the Trust              |                  |                  |                        |   | 0                | 0                | 0                      |   | 0                | 0                | 0                      |   | 0  | 0                                  |
| <b>Transferred to Retained Earnings</b> | <b>223</b>       | <b>51</b>        | <b>47</b>              |   | <b>(95)</b>      | <b>(171)</b>     | <b>(38)</b>            |   | <b>302</b>       | <b>(677)</b>     | <b>35</b>              |   | <b>(284)</b>                                     | <b>(954)</b>                       |

**Notes:****Company:**

- 1 Revenue from additional shows not budgeted or reforecast for and a strong NZ International Arts Festival helped contribute to increased revenue for the quarter.
- 2 Revenue above expectations due to performance revenue being better than budget and reforecast.
- 3 Based on when tickets are sold
- 4 Will even out over year and has been reforecast.
- 5 Will even out over year.

**Trust:**

- 6 Includes \$300k donation from Community Trust of NZ towards SJT Pit Lift.
- 7 Actual relates to actual assets held

**Item 5.2**  
**St James Theatre Charitable Trust**  
**And St James Theatre Limited - Consolidated**  
**Statement of Financial Position**  
**As at 31 March 2006**

|  | Trust<br>Thousands | Consolidated<br>Thousands |
|--|--------------------|---------------------------|
| <b>Assets</b>                          |                    |                           |
| <i>Current assets</i>                  |                    |                           |
| Cash & cash equivs                     | 1,204              | 1,698                     |
| Accounts Receivable                    | 176                | 173                       |
| Stock                                  | 0                  | 56                        |
| Other current assets                   | 0                  | 99                        |
|  | 1,380              | 2,026                     |
| <i>Non current assets</i>              |                    |                           |
| Fixed assets                           | 18,600             | 18,937                    |
| Work in progress                       | 1,570              | 1,607                     |
| Investment in St James Theatre Limited | 250                | 0                         |
|  | 20,420             | 20,545                    |
| <b>Total Assets</b>                    | <b>21,800</b>      | <b>22,570</b>             |
| <b>Liabilities</b>                     |                    |                           |
| <i>Current liabilities</i>             |                    |                           |
| Accounts Payable                       | 37                 | 222                       |
| GST                                    | 22                 | 165                       |
| Performance deposits held              | 0                  | 140                       |
| Other Current                          | 127                | 214                       |
|  | 186                | 743                       |
| <i>Non current liabilities</i>         |                    |                           |
| ANZ Loan                               | 1,041              | 1,041                     |
|  | 1,041              | 1,041                     |
| <b>Total Liabilities</b>               | <b>1,227</b>       | <b>1,783</b>              |
| <b>Net Assets</b>                      | <b>20,572</b>      | <b>20,787</b>             |
| <b>Equity</b>                          |                    |                           |
| Retained earnings - brought forward    | 20,656             | 20,485                    |
| Retained earnings - current period     | (83)               | 302                       |
| <b>Total equity</b>                    | <b>20,572</b>      | <b>20,787</b>             |

**Item 5.3****St James Theatre Charitable Trust****Consolidated Statement of Cash Flows (Company and Trust Only)****For the Third Quarter - 1 January 2006 to 31 March 2006**

|  | Movement<br>for 2nd<br>Quarter<br><i>Thousands</i> |
|--|--|
| <b>Cash Flow from Operating Activities</b>     |  |
| <b>Cash was provided from:</b>                 |  |
| Receipts from Customers                        | 1,194  |
| Interest                                       | 18   |
| GST Refunds                                    | 16   |
| Other  | 0  |
|  | <u>1,228</u>                                       |
| <b>Cash was applied to:</b>                    |  |
| Payments to Suppliers and Employees            | 864  |
| GST Payments                                   | 0  |
| Interest paid                                  | 19   |
| Other  | 0  |
|  | <u>883</u>   |
| <b>Net Cash flow from Operating Activities</b> | <b>345</b>   |
| <b>Cash Flow from Investment Activities</b>    |  |
| <b>Cash was provided from:</b>                 |  |
| Proceeds from the sale of Assets               | 0  |
| <b>Cash was applied to:</b>                    |  |
| Purchase of Fixed Assets                       | 123  |
| Other  | 0  |
|  | <u>123</u>   |
| <b>Net Cash flow from Investing Activities</b> | <b>(123)</b>                                       |
| <b>Cash Flow from Financing Activities</b>     |  |
| <b>Cash was provided from:</b>                 |  |
|  | <u>0</u>   |
|  | 0  |
| <b>Cash was applied to:</b>                    |  |
| ANZ Funding                                    | 20   |
|  | <u>20</u>  |
| <b>Net Cash flow from Financing Activities</b> | <b>(20)</b>  |
| <b>Net Increase/(Decrease) in cash held</b>    | <u>202</u>   |
| Add Opening Cash Balance brought forward       | <u>0</u>   |
| <b>Net Cash Movement (including Deposits)</b>  | <b>202</b>   |

**Item 5.4**  
**St James Theatre Charitable Trust - Consolidated**  
**Detailed Key Performance Indicators**  
**For the Third Quarter - 1 January 2006 to 31 March 2006**

|   | Actual    | This quarter    | Variance | Actual       | Year To Date    | Variance | Year End     | Change in  |
|---|-----------|-----------------|----------|--------------|-----------------|----------|--------------|------------|
|   | Thousands | Budget          | %        | Thousands \$ | Budget          | %        | Budget       | Projection |
|   | or #      | Thousands       |          | or #         | Thousands \$    |          | Thousands \$ | %          |
|   |           | or #            |          |              | or #            |          | or #         |            |
| <b>1. OPERATING PERFORMANCE</b>                                   |           |                 |          |              |                 |          |              |            |
| <b>ST JAMES THEATRE CHARITABLE TRUST</b>                          |           |                 |          |              |                 |          |              |            |
| Sponsorship Revenue   | 90        | 94              | (4%)     | 470          | 186             | 153%     | <b>225</b>   |            |
| <b>STJAMES THEATRE LIMITED</b>                                    |           |                 |          |              |                 |          |              |            |
| Number of performances SJT  | 44        | 46              | (4%)     | 94           | 94              | 0%       | <b>126</b>   |            |
| Number of performances OH   | 22        | 33              | (33%)    | 73           | 83              | (12%)    | <b>107</b>   |            |
| Total number of days utilised SJT                                 | 62        | 63              | (2%)     | 157          | 167             | (6%)     | <b>207</b>   |            |
| Total number of days utilised OH                                  | 29        | 45              | (36%)    | 90           | 106             | (15%)    | <b>131</b>   |            |
| (includes perfs, dark/bump in days & special events in auditoria) |           |                 |          |              |                 |          |              |            |
| Ave spend per head per perf. SJT                                  | \$ 3.66   | \$1.50-\$3.50   |          | \$ 3.89      | \$1.50-\$3.50   |          |              |            |
| Ave spend per head per perf. OH                                   | \$ 2.10   | \$0.30 - \$1.50 |          | \$ 2.75      | \$0.30 - \$1.50 |          |              |            |
| Total average spend per head                                      | \$ 2.88   | \$0.30 - \$3.50 |          | \$ 3.32      | \$0.30 - \$3.50 |          |              |            |
| Ave capacity total seats sold on SJT prod on                      | N/A       |                 |          | 56%          |                 |          |              |            |
| Ave capacity total seats sold on OH prod on                       | N/A       |                 |          | 61%          |                 |          |              |            |

Note: KPI's altered in line with Business Plan 2001/2

**2.0 CAPITAL MAINTENANCE**

|  |     |     |  |     |     |  |     |  |
|--|-----|-----|--|-----|-----|--|-----|--|
| 2.1 Compliance with building regulations               | yes | yes |  | yes | yes |  | yes |  |
| 2.2 Compliance with Historic Places Trust requirements | yes | yes |  | yes | yes |  | yes |  |

**3.0 RISKS**

Reported by Exception only