

**Strategic Plan 2011-12 and 2012-13**  
**Statement of Intent 2011-12**  
**Report as at 31 December 2011**

---

## 2011-12 Key Performance Indicators (KPI)

### KPI – Visitation

Visitor Numbers	Target	Result	Target	Result	Target	Result	Qtr to	Result	Annual
	30-Sep-11		31-Dec-11		31-Mar-12		30-Jun-12		Target
City Gallery Wellington	32,000	19,064	35,500	21,287	38,500		37,000		143,000
Museum of Wellington	24,000	29,919	24,000	24,215	23,000		21,700		92,700
Capital E	23,500	22,848	30,000	34,857	17,500		21,000		93,500
Cable Car Museum	50,000	42,056	72,000	75,251	60,000		44,888		226,888
Carter Observatory	12,660	11,360	12,820	12,577	13,140		13,680		52,300
Colonial Cottage Museum	450	403	720	414	450		451		2,081
Cricket Museum	450	324	720	642	450		451		2,081
<b>Total</b>	<b>143,060</b>	<b>124,782</b>	<b>175,760</b>	<b>169,163</b>					<b>612,550</b>

### KPI – Quality of Visit

Quality of the Visitor Experience	2011-12	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12
City Gallery Wellington	90%	93%	88%		
Museum of Wellington	90%	99%	98.5%		
Capital E	90%	95%	98%		
Wellington Cable Car Museum	90%	92%	92.8%		
Carter Observatory	90%	91%	93%		
Colonial Cottage Museum	90%	No figures for 1/4	No figures for 2/4		
<b>Average</b>	<b>90%</b>	<b>94%</b>	<b>94.1%</b>		

### KPI – Repeat Visitation

Repeat Visitation	2011-12	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12
City Gallery Wellington	25%	74%	31%		
Museum of Wellington	25%	38%	35.3%		
Capital E	40%	48%	47%		
Wellington Cable Car Museum	25%	28%	26.9%		
Carter Observatory	23%	24%	24%		
<b>Average</b>	<b>27%</b>	<b>42%</b>	<b>32.7%</b>		

### KPI – Residents' Awareness (Annual Survey)

Residents' Awareness	2011-12	30-Jun-12
City Gallery Wellington	88%	
Museum of Wellington	90%	
Capital E	85%	
Wellington Cable Car Museum	90%	
Carter Observatory	87%	
Colonial Cottage Museum	55%	
Cricket Museum	55%	

### KPI – Collections

Collections aligned with Policy	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12
75 % of items aligned with Collections Policy	75% of Collection has been evaluated; items for de-accession from Collections have been identified.	75% assessed, loans identified, deaccession process begun.		

### KPI – Non Council Revenue (excludes Carter Observatory)

Non Council Revenue \$'000	2011-12	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12
City Gallery Wellington	487	78	173		
Museums Wellington	581	150	184		
Capital E	1021	338	309		
<b>Wellington Museums Trust</b>	<b>2,304</b>	<b>627</b>	<b>666</b>		

### KPI – Efficiency (Council subsidy per visit excluding Carter Observatory)

Subsidy per Visit	2011-12	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12	Spend per Visit	2011-12	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12
City Gallery Wellington	\$13.88	\$27.11	\$26.14			City Gallery Wellington	\$2.41	\$0.93	\$2.66		
Museums Wellington	\$5.55	\$5.06	\$4.59			Museums Wellington	\$1.40	\$1.53	\$2.19		
Capital E	\$11.98	\$9.48	\$8.96			Capital E	\$5.72	\$5.75	\$4.28		
<b>Wellington Museums Trust</b>	<b>\$13.81</b>	<b>\$17.04</b>	<b>\$14.33</b>			<b>Wellington Museums Trust</b>	<b>\$2.64</b>	<b>\$2.61</b>	<b>\$2.99</b>		

### KPI – Carter Observatory

	2011-12	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12
Non Council Revenue \$'000	\$733	\$134	\$174		
Subsidy per visit	\$5.74	\$6.60	\$6.27		
Spend per visit	\$12.45	\$9.26	\$10.16		

### KPI – Shared Services - Participation in Council's review of back-office functions is assessed as positive

Participation in the Council's review of back office functions will be measured in terms of our responsiveness as assessed by Council.

#### KPI Definitions

- Visitation – Total visits including general public, education and functions attendees.
- Quality of visit – A combination of the relevance of the experience, the knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.
- Repeat visitation – A visitor who has visited the institution at least once in the previous twelve months.
- City residents' awareness – City residents know about our institutions and visit them.
- % of items aligned with the Collections Policy – This will measure progress towards aligning collections in our care to our Collections Policy.
- Non-Council Revenue – This is non Council revenue generated by the Trust and Carter Observatory as a contribution to operating expenses.
- Efficiency –
  - Subsidy per visit is calculated by dividing the Council grant by the number of visits per year; and spend per visit is calculated by dividing admissions/retail/venue hire revenue by the number of visits.
  - Participation in the Council's review of back office functions will be measured in terms of our responsiveness as assessed by Council.

<b>Strategic Plan Action</b>	<b>SOI Strategic Priority</b>	<b>Progress as at 31 December 2011</b>	<b>By</b>
Re-present the <b>Capital E</b> concept and core offering for Board approval, together with a plan for its staged implementation whilst continuing to deliver services.	To establish a project plan and to undertake stage one towards the implementation of a new conceptual framework for Capital E in an appropriate building.	2011-12 Capital E budget has been approved. New Concept and Core offering approved. Creative New Zealand annual funding grant of \$383,000 for the National Theatre for Children and the National Festival accepted. Review of Capital E events to be completed by 31 March.	11.05.11
Review <b>Capital E</b> building report with Council and establish way forward and subject to this outcome, confirm concept and core offering.		The Mayor and Council CEO have toured the building. A ToR for a building review has been prepared and provided to Council officers. New initiative proposal submitted. Alternative accommodation option (Wellington Waterfront Ltd.,) is being investigated. Discussion with Council ongoing.	30.06.11
Re-present the <b>Museums Wellington</b> Concept and Core Offering statement/s for Board approval.	To implement a ten-year visitor experience refreshment plan for Museums Wellington with the first stage complete and open to the public at the Museum of Wellington City & Sea by 30 June 2013.	Achieved	11.05.11
Develop and present the <b>Museums Wellington</b> visitor experience refreshment process and timetable for Board discussion/approval.		Achieved	20.07.11
Present the <b>Museums Wellington</b> draft visitor experience refreshment master plan for Board discussion/approval.		The Master Plan will be presented to the Board by March 2012 for sign off, following feedback at the February 2012 Board meeting. See agenda <b>item 7.3</b>	31.12.11
Stage one concept and budget for <b>Museum of Wellington City &amp; Sea</b> prepared for Board approval		Subject to Board approval of Master Plan. Concept and draft budget will be submitted for consideration and approval by June 2012.	27.04.12
Stage one of <b>Museum of Wellington City &amp; Sea</b> refreshment open. Stage two at concept and budget stage.			31.12.12

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 December 2011	By
Downsize and relocate the conservation of the <b>Plimmer's Ark</b> recovered timbers.	To consolidate the Plimmer's Ark project as agreed with Council by 30 June 2012.	Two engineers have assessed work to be carried out and have provided quotes. Testing on the timber is to be carried out to ascertain stage of conservation and help with projecting outcomes and timeframes. Search for a new site continues with a decision to keep it separate from the collection.	30.06.12
Refresh the interpretation of the <b>Plimmer's Ark</b> story at the Old Bank Arcade.		This is dependent on the completion of the relocation project.	30.06.12
Complete the review of <b>Collections</b> , and de-accession and dispose of items that do not meet the Trust's Collections policy.	To complete the appraisal of the Trust's Collections and relocate items to be kept in new storage by 30 June 2012.	De-accession process begun. WCC has authorised disposal of photography collection (completing paper work), other items identified for disposal to Turnbull Library and Navy Museum. Further items have been transferred to Wellington City Archives.	31.12.11
Relocate <b>Collections</b> to be stored.		Preferred option of remaining at Tyers Rd., approved. Building refurbishment plan and final costing will be completed by mid-march with refurbishment to be completed by June deadline. Landlord will meet all costs associated with building refurbishment; Trust will meet costs associated with Collection storage including re-commissioning existing HVAC system.	30.06.12
Re-present the <b>City Gallery Wellington</b> concept and core offering for Board approval.		Achieved	11.05.11
	To improve environmental conditions at City Gallery to meet generally accepted international standards for the display of art.	Chiller installed and operational from 28 July. Bedding-in and balancing of HVAC system in progress. Running costs are significantly higher.	31.07.11
Present <b>Carter Observatory</b> Concept and Core Offering for Board discussion/approval.		Achieved.	20.07.11
Complete the permanent visitor experience at <b>Carter Observatory</b> .	To complete and open a new interactive exhibition featuring rocketry and spaceflight and a discovery place for children and their families at Carter Observatory.	Achieved.	31.08.11
Develop a policy for the <b>Carter Observatory</b> collection as an addendum to the Trust's Collections Policy.	To appraise the Carter Observatory Collection and relocate items to be kept in new storage by 30 June 2013.	Policy will be reviewed by 30 June. Appraisal of Collection will be undertaken as part of or following move to storage.	30.12.11

<b>Strategic Plan Action to 30 June 2012</b>	<b>SOI Strategic Priority to 30 June 2012</b>	<b>Progress as at 31 December 2011</b>	<b>By</b>
Relocate the <b>Carter Observatory</b> collection to another site and undertake appraisal. Dispose of items not to be kept under the policy and relocate Collections to permanent storage.		Carter Collection will be moved to Tyers Road storage once refurbishment is complete.	30.06.13
Establish base funding levels to deliver priority core offerings on a sustainable basis.	To ensure that the Trust's budget is breakeven and that depreciation is fully funded by 2012-13.	On target to achieve budget as at 30 June 2012.	30.06.12
Be in a position to achieve breakeven on a sustainable basis.		Draft breakeven budget prepared for 2012-13.	30.06.12
Reach agreement with Council regarding the treatment of <b>Carter Observatory</b> assets and the consequential treatment of depreciation in Carter's financial projections.	To ensure that the Carter Observatory achieves budget or better in 2011-12 with depreciation being accounted for in the Wellington City Council accounts as owner of the asset.	Discussions have been held and is Council aware of issues.	30.11.11
Establish a contestable fund to deliver core offerings that cannot be resourced through base funding		Projects to be funded through a contestable pool will be identified through the Collaborative Planning process.	30.06.13
Implement three year planning.		Further planning session will be held in March.	31.07.11
	To work with Council to facilitate its review of back-office functions by 30 June 2012.	We have responded to detailed Council questionnaires. Council IT staff have commenced review.	30.06.12

Strategic Plan Action to 30 June 2012	SOI Strategic Priority to 30 June 2012	Progress as at 31 December 2011	By
<p>Research and if viable introduce admission charges at <b>City Gallery Wellington</b> and the <b>Museum of Wellington City &amp; Sea</b></p> <p>Research and if viable introduce a Wellington Attractions Card to facilitate free access to <b>City Gallery</b> and <b>Museum of Wellington</b> and to provide a range of other benefits for Wellington city and possibly Wellington region residents</p>	<p>To continue to develop the Trust's (including Carter Observatory) revenue generation capability.</p>	<p>Research into attitudes towards non residential admission charges and the WAC has been completed and a summary will be presented to the Board <b>see agenda 7.1</b></p> <p>Further investigation is being undertaken to find a suitable software/card system to execute the WAC concept.</p>	<p>30.06.12</p> <p>30.06.12</p>
<p>Research and prepare a business case for the development of retail at the <b>Cable Car Museum</b></p>		<p>Stage One (removal and storage of Trailer) completed Aug 2011.</p> <p>Currently scoping engineering costs associated with strengthening the Winding House floor to move the Grip Car.</p> <p>QS assessment will be available early February 2012.</p>	<p>29.02.12</p>
<p>Subject to favourable business case and financial consideration, redevelop the <b>Cable Car</b> retail space.</p>		<p>Dependent on engineers report/costs as outlined above.</p>	<p>29.02.12</p>
<p>In the context of the refreshment of the <b>Museum of Wellington City &amp; Sea</b> research and prepare a business case for the expansion of retail including food and beverage.</p>		<p>Viability of an on-site cafe operation, expansion of retail proposition, on-site donation mechanic, and expansion of venue hire portfolio are all being considered as part of the ongoing Museum development.</p>	<p>30.06.12</p>

Strategic Plan Action to 30 June 2012	SOI Strategic Priority to 30 June 2012	Progress as at 31 December 2011	By
Continue to review commercial opportunities at <b>City Gallery</b> .		Identifying a suitable breakout space for Adam Auditorium continues. At this stage Deane/Hirshfeld Foyer is the most promising but achieving separation from visitor experience requires temporary screening from public; impacts on VE are being considered. Permanent retail proposition at City Gallery is on hold until charging decision is made.	30.06.12
Develop and implement a fundraising strategy to optimize fundraising opportunities.		A strategy has been agreed. Resource issues remain to be considered in context of organisation review. A 10 year CAPEX plan to be created encompassing the Trust's major development projects with the direct objective of seeking Council contribution based on matching external funding.	30.06.12
	To deliver a superb customer service alongside excellent events and exhibitions for the RWC 2011	Achieved	23.10.11
	To collaborate with other Council visitor attractions and Positively Wellington Tourism (PWT) to optimise the Council's investment in Wellington attractions.	Regular dialogue has been established and specific projects. Trust exploring ideas surrounding a city-wide charging strategy to enhance local and domestic visitation.	30.06.12
	To explore mutually beneficial opportunities for closer collaboration with the Museum of New Zealand Te Papa Tongarewa (Te Papa).	Dialogue established and several ideas proposed for further consideration. Te Papa Chief Executive has agreed to be part of the Museum of Wellington City & Sea Redevelopment Advisory Committee.	30.06.12
Review the Organisation structure		Framework for Organisation Change has been developed to guide reviews. Plan will be presented to PPP on 7 March.	30.06.12