

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

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	38,136	37,000		143,000
Museum of Wellington	24,000	29,919	24,000	24,215	23,000	29,806	21,700		92,700
Capital E	23,500	21,656	30,000	34,777	19,000	8,904	21,000		93,500
Cable Car Museum	50,000	42,056	72,000	75,251	60,000	84,013	44,888		226,888
Carter Observatory	12,660	11,360	12,820	12,577	13,140	11,332	13,680		52,300
Colonial Cottage Museum	450	419	730	414	450	1,283	451		2,081
Cricket Museum	450	456	730	642	450	967	451		2,081
Total	143,060	124,930	175,780	169,163	154,540	174,361	139,170		612,550

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%	87%	
Museum of Wellington	90%	99%	98.5%	98.5%	
Capital E	90%	95%	98%	98%	
Wellington Cable Car Museum	90%	92%	92.8%	93.1%	
Carter Observatory	90%	91%	92%	92%	
Colonial Cottage Museum	90%	No figures for 1/4	No figures for 2/4	100%	
Average	90%	94%	93.9%	94.8%	

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%	47%	
Museum of Wellington	25%	38%	35.3%	35.4%	
Capital E	40%	48%	47%	46%	
Wellington Cable Car Museum	25%	28%	26.9%	26.4%	
Carter Observatory	23%	26%	30%	18%	
Average	27%	42.8%	34%	34.6%	

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.	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	116	
Museums Wellington	581	150	184	242	
Capital E	1021	338	309	147	
Wellington Museums Trust	2,304	627	666	609	

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	\$17.89		City Gallery Wellington	\$2.41	\$0.93	\$2.66	\$1.92	
Museums Wellington	\$5.55	\$5.06	\$4.59	\$3.88		Museums Wellington	\$1.40	\$1.53	\$2.19	\$2.47	
Capital E	\$11.98	\$9.48	\$8.96	\$11.05		Capital E	\$5.72	\$5.75	\$4.28	\$4.07	
Wellington Museums Trust	\$13.81	\$17.04	\$14.33	\$13.41		Wellington Museums Trust	\$2.64	\$2.61	\$2.99	\$2.88	

KPI – Carter Observatory

	2011-12	30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12
Non Council Revenue \$'000	\$733	\$134	\$174	\$166	
Subsidy per visit	\$5.74	\$6.60	\$6.27	\$6.38	
Spend per visit	\$12.45	\$9.26	\$10.16	\$11.10	

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.

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2012	By
Re-present the Capital E 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.	Current work is to develop a business plan based on approved concept and core offering which is achievable within proposed 2012-13 budget.	11.05.11
Review Capital E building report with Council and establish way forward and subject to this outcome, confirm concept and core offering.		New initiative proposal submitted and \$100,000 allocated in draft LTP for accommodation feasibility study. Alternative accommodation option (Wellington Waterfront Ltd.,) is being investigated. Discussion with Council ongoing.	30.06.11
Re-present the Museums Wellington 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 Museums Wellington visitor experience refreshment process and timetable for Board discussion/approval.		Achieved	20.07.11
Present the Museums Wellington draft visitor experience refreshment master plan for Board discussion/approval.		Achieved	14.03.12
Stage one concept and budget for Museum of Wellington City & Sea prepared for Board approval		Draft budget will be submitted for consideration and approval by June 2012.	23.05.12
Stage one of Museum of Wellington City & Sea refreshment open. Stage two at concept and budget stage.		Test Bed exhibition to open in ground floor gallery October 2012.	1.10.12
Downsize and relocate the conservation of the Plimmer's Ark recovered timbers.	To consolidate the Plimmer's Ark project as agreed with Council by 30 June 2012.	Paper to be prepared and presented to Council with option to discontinue the conservation project, by June 2012.	30.06.12
Refresh the interpretation of the Plimmer's Ark story at the Old Bank Arcade.		This is dependent on the completion of the relocation project.	30.06.12
Complete the review of Collections , 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. Items have been transferred to Wellington City Archives, Wellington Zoo and Marine Centre, photography collection to Voyagers, other items identified for Turnbull Library and Navy Museum.	31.12.11
Relocate Collections to be stored.		New lease signed (9 years plus two three year terms) and contract for refurbishment signed. Refurbishment to begin in April for completion by June 2012.	30.06.12

Strategic Plan Action to 30 June 2012	SOI Strategic Priority to 30 June 2012	Progress as at 31 March 2012	By
Re-present the City Gallery Wellington 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.	Review and redesign of sensor locations has been agreed with Council as logical next step of project to be funded from remaining project funds. Running costs are significantly higher.	31.07.11
Present Carter Observatory Concept and Core Offering for Board discussion/approval.		Achieved.	20.07.11
Complete the permanent visitor experience at Carter Observatory .	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 Carter Observatory 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
Relocate the Carter Observatory 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 Carter Observatory 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.	Council has confirmed that Carter's depreciation expense is fully funded and accounted for within its accounts. Building asset plan to be prepared along with fit-out (exhibition and planetarium) asset plan.	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

Strategic Plan Action to 30 June 2012	SOI Strategic Priority to 30 June 2012	Progress as at 31 March 2012	By
Implement three year planning.		2012 planning sessions have been scheduled. First session held on 28 May with a number of projects identified.	31.07.11
	To work with Council to facilitate its review of back-office functions by 30 June 2012.	Proposal relating to HR and Financial processing has been received and we have agreed to review in detail with Council prior to making a decision.	30.06.12
Research and if viable introduce admission charges at City Gallery Wellington and the Museum of Wellington City & Sea	To continue to develop the Trust's (including Carter Observatory) revenue generation capability.	Research findings were presented to the Board in February 2012, followed in March by a proposal to introduce non-residential admission charges at City Gallery and the Museum of Wellington City & Sea which was not approved.	30.06.12
Research and if viable introduce a Wellington Attractions Card to facilitate free access to City Gallery and Museum of Wellington and to provide a range of other benefits for Wellington city and possibly Wellington region residents		Investigation into suitable software/card systems to execute the WAC concept continues. Christchurch based company Ecardz has the ability to create a bespoke system while the libraries software package CARLX would create specific modules to attach to the current library system, taking advantage of current card distribution. Top line costs are being sought from both companies as well as Snapper.	30.06.12
Research and prepare a business case for the development of retail at the Cable Car Museum		Achieved.	29.02.12
Subject to favourable business case and financial consideration, redevelop the Cable Car retail space.		Stage One (removal and storage of Trailer) completed Aug 2011. Excessive engineering costs will mean the Grip Car is not moved and the current retail area will be refurbished. This will take place in Q1 of 2012-13.	29.02.12
In the context of the refreshment of the Museum of Wellington City & Sea research and prepare a business case for the expansion of retail including food and beverage.		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.	30.06.12

Strategic Plan Action to 30 June 2012	SOI Strategic Priority to 30 June 2012	Progress as at 31 March 2012	By
Continue to review commercial opportunities at City Gallery .		Identifying a suitable breakout space for Adam Auditorium continues. Plans are being developed for a permanent retail proposition at City Gallery which is likely to require use of exhibition space. Subject to consultation with Director designate a paper will be presented to the Board before the end of the financial year.	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. Current focus is on securing the continuation of City Gallery corporate sponsors. A fundraising strategy for the Museum redevelopment will be submitted to the Board in May.	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 is a member 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. Presentation scheduled for April Board meeting.	30.06.12