

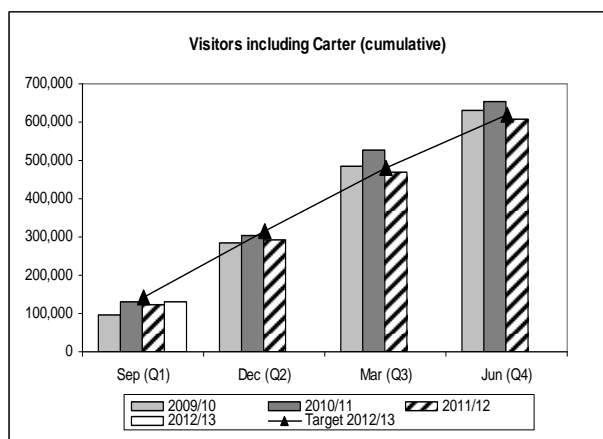
Quarterly Review – Wellington Museums Trust

Wellington Museums Trust has presented its report for the quarter ended 30 September 2012 for review. A summary of key findings is presented below and the report is attached.

Highlights /Summary

- Overall, visitor numbers for the Trust in Q1 were 130,518, 7% below target of 141,260. City Gallery performed significantly better than budget achieving 48,387, against budget of 32,000. The extremely good performance of City Gallery during this period is due in part to the popularity of the tatau exhibition. Museum of Wellington, Cable Car Museum and Capital E all performed below target. The Trust attributes this to the general flat economy and mood of the country and notes that similar numbers have been reported via Museums Aotearoa from other cultural institutions in the country.
- *Death and Diversity* the Museum of Wellington City & Sea exhibition was awarded a 2012 New Zealand Diversity Award by the Race Relations Commissioner.
- Elizabeth Caldwell, City Gallery's new Director was welcomed on 16 July. An immediate focus has been the confirmation of the 2012-13 programme achieved with the announcement that City Gallery will present an exhibition of Len Lye's work in 2013
- Carter Observatory won the inaugural eTourism NZ Award for online excellence, in the Tourism Attractions, Activities and Tours category of the inaugural eTourism Online Awards, announced on 20 September.

Performance



Macro Key Performance Indicators

The following KPIs have been agreed as part of the Statement of Intent:

Measure	Annual Target	Q1 Target	Q1 Actual
Attendance Targets			
- City Gallery	143,000	32,000	48,385
- Museum of Wellington	93,800	24,000	17,271
- Capital E	102,000	23,000	17,314
- Cable Car Museum	227,000	50,000	35,640
- Carter Observatory	50,000	11,400	11,146
- Colonial Cottage	2,100	430	487
- Cricket Museum	2,100	430	273
Subsidy Per Visitor (excl Carter)	\$13.04		\$15.47
Subsidy Per Visitor (Carter)	\$7.78		\$6.73
Non-Council revenue	27%		22%

** excl occupancy grants

Activities during the quarter

- Capital E was focused on the redevelopment of its website, preparations for the 2013 Capital E National Arts Festival and the commencement of the Accommodation Feasibility Study. Capital E completed the National Theatre for Children's Magnolia Street 2012 tour and delivered popular Creative Technology school holiday programmes
- Planning for stage one of the Museum redevelopment is progressing with an application made to the New Zealand Lottery Grants Board.
- Carter delivered a popular public programme relating to the landing of the NASA Mars Curiosity Rover on the planet's surface, and showed the New Zealand premier and trial screening of a new planetarium show *Cell Cell Cell*.
- A fundraising committee has been established to advance fundraising.

Financial Commentary

- The Trust recorded surplus of \$108k against budgeted deficit of \$22k. This result was attributable mainly to reduced expenditure in operating expenses. This is timing related and the forecast remains in line with budget.
- Trading income was below budget, achieving \$306k against budgeted \$423k. All variances are timing variances only.

Statement of Financial Performance

For the quarter ended 30 September 2012

\$'000	Q1 Actual	Q1 Budget	YTD Actual	YTD Budget	FY Budget
Income	2,634	2,798	2,634	2,798	11,192
Expenditure	2,526	2,820	2,526	2,820	11,281
Operating surplus	108	(22)	108	(22)	(89)
Operating Margin	4.1%	(0.8%)	4.1%	(0.8%)	(0.78%)

Statement of Financial Position

As at 30 September 2012

\$'000	2012/13 YTD Actual	2012/13FY Budget	2011/12 YE
Current assets	801	358	382
Non-current assets	4,259	4,069	4,063
Current liabilities	1,408	909	900
Non-current liabilities	1,598	138	137
Equity	4,085	3,620	3,642
Current ratio	0.57	0.39	0.42
Equity ratio	58%	78%	78%

Statement of Cash Flows

For the quarter ended 30 September 2012

\$'000	2012/13 YTD Actual	2012/13 FY Budget	2011/12 YE
Operating	2,440	105	282
Investing	(14)	(100)	(200)
Financing	-	-	-
Net	2,426	5	82
Closing balance	2,966	32	540

Note: FY Budgets are largely as approved in the Business Plan, but do differ from seasonalised management budgets.

Contact officer:

Natasha Petkovic-Jeremic

Profile – Wellington Museums Trust

Wellington Museums Trust institutions are:

City Gallery Wellington, located in the Civic Square, creates a focus for contemporary visual arts, architecture and design in Wellington through local, national and international exhibitions including international exchanges and joint ventures with other art museums.



Capital E for children is a creative technology and performance facility in the Civic Square. It provides professional theatre for young people through Capital E's National Theatre for Children, hands-on creative technology learning experiences through its ONTV Studio and SoundHouse New Zealand, and stimulating holiday programmes and events

Museum of Wellington City & Sea is located in the historic Bond Store building on Queen's Wharf. The Museum strives to preserve, present and promote Wellington's social history and maritime heritage.

Wellington Cable Car Museum preserves and promotes Wellington's early cable car system, recognising its special contribution to the city's heritage. The Museum is located in the historic Winding House at the top of the cable car route.

Colonial Cottage Museum in Nairn Street was built in 1858 and is central Wellington's oldest identified building. It has been preserved and furnished to provide visitors with an experience of mid 19th century living.

Plimmer's Ark Galleries includes the conservation project of recovered timbers at Queens Wharf and in situ at the Old Bank Arcade.

New Zealand Cricket Museum is managed under an agreement with the New Zealand Cricket Museum Trust. Located in the historic stand at the Basin Reserve, this museum provides a special insight into the history of cricket in New Zealand.

Carter Observatory is New Zealand's longest-serving national observatory. With funding from the New Zealand Government, Wellington City Council, New Zealand Lotteries Grant, and the Pelorus Trust among others, a revitalised Carter opened its doors on 27 March 2010.

Entity Data

Established	1995	
Board		<i>Term expires:</i>
	Quentin Hay (Chair)	31 Dec 13
	Philip Shewell	30 June 2013
	Alick Shaw	30 June 13
	Ray Ahipene-Mercer	Oct 2013
	Jo Bransgrove	30 June 14
	Jackie Lloyd	30 June 14
CEO	Pat Stuart	
Balance date	30 June	
Number of FTE staff	75	
Website	www.wellingtonmuseumstrust.org.nz	
Type of entity	Council-settled Trust	
LGA designation	CCO	
By reason of	Board control: all trustees appointed by Council	
Council interest	\$4.3m equity	
Type of interest	Ownership of land & buildings; Council grant	

Strategic Plan 2012-13 and 2013-14
Statement of Intent 2012-13
Report as at 30 September 2012

2011-12 Key Performance Indicators (KPI)

KPI – Visitation

Visitor Numbers	Target	Result	Target	Result	Target	Result	Qtr to	Result	Annual
	30-Sep-12		31-Dec-12		31-Mar-13		30-Jun-13		Target
City Gallery Wellington	32,000	48,387	35,500		38,500		37,000		143,000
Museum of Wellington	24,000	17,271	24,000		23,000		22,800		93,800
Capital E	23,000	17,314	30,000		28,000		21,000		102,000
Cable Car Museum	50,000	35,640	72,000		60,000		45,000		227,000
Carter Observatory	11,400	11,146	12,000		12,800		13,800		50,000
Colonial Cottage Museum	430	487	720		500		450		2,100
Cricket Museum	430	273	720		500		450		2,100
Total	141,260	130,518	174,940		163,300		140,500		620,000

KPI – Quality of Visit

Quality of the Visitor Experience	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	90%	92%			
Museum of Wellington	90%	98%			
Capital E	90%	96%			
Cable Car Museum	90%	92%			
Carter Observatory	90%	91%			
Colonial Cottage Museum	90%	100%			
Average	90%	94.8%			

KPI – Repeat Visitation

Repeat Visitation	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	25%	50%			
Museum of Wellington	25%	45%			
Capital E	40%	67%			
Cable Car Museum	25%	30%			
Carter Observatory	23%	21%			
Average	27%	42.6%			

KPI – Residents' Awareness (Annual Survey)

Residents' Awareness	2012-13	30-Jun-13
City Gallery Wellington	88%	
Museum of Wellington	90%	
Capital E	85%	
Cable Car Museum	90%	
Carter Observatory	87%	
Colonial Cottage Museum	55%	
Cricket Museum	55%	

KPI – Collections

Collections aligned with Policy	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
75 % of items aligned with Collections Policy				

KPI – Non Council Revenue

Non Council Revenue \$'000	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	373	79			
Museums Wellington	600	99			
Capital E	1,330	237			
Carter Observatory	612	142			
Wellington Museums Trust	3,131	619			

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

Subsidy per Visit	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13	Spend per Visit	2012-13	30-Sep-12	31-Dec-12	31-Mar-13	30-Jun-13
City Gallery Wellington	\$13.73	\$8.86				City Gallery Wellington	\$1.20	\$0.57			
Museums Wellington	\$5.05	\$7.17				Museums Wellington	\$1.51	\$1.75			
Capital E	\$12.60	\$15.36				Capital E	\$6.30	\$5.02			
Carter	\$7.78	\$6.73				Carter	\$10.41	\$10.31			
Wellington Museums Trust	\$13.04	\$15.47				Wellington Museums Trust	\$3.18	\$2.79			

KPI Definitions

- Visitation is the total number of visits including general public, education and functions attendees.
- Quality of visit is a combination of the relevance of the experience, the knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.
- Repeat visitation counts the number of visitors who have visited the institution at least once before in the previous twelve months.
- City residents' awareness is the number of city residents who know about our institutions and visit them.
- The percentage of items aligned with the Collections Policy assesses progress towards aligning collections in our care to our Collections Policy.
- Non-Council revenue includes revenue from all other sources.
- Subsidy per visit is calculated by dividing Council base-line funding by the number of visits per year.
- Spend per visit is calculated by dividing admissions/retail/venue hire revenue by the number of visits.

Strategic Plan Action	SOI Strategic Priority	Progress as at 30 September 2012	By
Visitor Experience			
Strategies that optimize the use of audience and market research data in programming decisions developed and implemented. Policy on audience diversity developed and implemented.	To increase the size and diversity of visitation to our institutions.	<ul style="list-style-type: none"> Work on this project has yet to commence. 	30.06.13
Revised marketing plan for City Gallery Wellington developed and implemented to complement balanced exhibition programme, presented, where appropriate, with national and international partners.	To turn around lower-than-budget visitor numbers at City Gallery Wellington experienced in 2011-12.	<ul style="list-style-type: none"> Revising physical brand appearance (banners etc.) for streamlined promotion. Increased active engagement with social media has seen online numbers grow Reviewing processes around programming, including staggered changes and varied rates of change, so that the Gallery minimises time it is completely closed Attendance to date is currently tracking above forecast 	30.06.13
Revised marketing plan for Carter Observatory .	To achieve sustainable visitor numbers to support a break-even budget.	<ul style="list-style-type: none"> A revised marketing plan is in development following the implementation of the new management structure at Carter. 	30.06.13
Trust education services strategy developed and implemented. Trust renegotiates Learning Experience Outside the Classroom (LEOTC) funding contract with the Ministry of Education by 30 June 2014. Sustainable education targets set and achieved.	To develop and implement a new strategy for the delivery of education services across the Trust.	<ul style="list-style-type: none"> Work has not commenced on this project. 	30.06.13
Undertake Capital E accommodation feasibility study. Action plan approved.	To ensure that Capital E's accommodation is appropriate for its purpose.	<ul style="list-style-type: none"> Terms of Reference reviewed by Board and a further version is presented at agenda item 6.2. Staff group is progressing visioning work. 	30.06.13

Strategic Plan Action	SOI Strategic Priority	Progress as at 30 September 2012	By
<p>Stage one of the Museum of Wellington City & Sea redevelopment completed and opened.</p> <p>Planning for stage two underway, with the concept and budget approved for 2014-15.</p>	<p>To develop and implement a visitor experience redevelopment plan for the Museum of Wellington City & Sea.</p>	<ul style="list-style-type: none"> • Preliminary work complete with planned one-day review in late October with commissioning of Feasibility Study by outside consultant to follow immediately afterwards. 	<p>30.06.13</p>
<p>Work with Council to implement further changes to improve environmental conditions at City Gallery Wellington if required.</p>	<p>To ensure the City Gallery Wellington maintains environmental conditions appropriate for the display of art.</p>	<ul style="list-style-type: none"> • Recommendations from BECA related to minor building work to improve HVAC performance and sensor placement have been presented to WCC. • Quotes for the work recommended by BECA have been sourced by WCC and we await their advice. 	<p>30.06.13</p>
<p>Complete the Capital E website development.</p> <p>Develop and implement a strategy for further website developments across the Trust.</p> <p>Develop a plan for the virtual visitor and the use of technology within the re-developed Museum of Wellington City & Sea's visitor experience.</p>	<p>To develop and implement a digitization strategy to support and enhance destination and virtual visitor experiences.</p>	<ul style="list-style-type: none"> • Web developers and designers appointed and contract signed. Work progressing in line with web development plan. • Technology Work Group formed including technical expertise/experience from other institutions. Research project in collaboration with VUW to generate data on uptake levels for initiatives developed by other museums and put forward as 'best practice'. 	<p>30.06.13</p>

Strategic Plan Action	SOI Strategic Priority	Progress as at 30 September 2012	By
Heritage Collections			
Undertake a review of the Collections Policy, incorporating the Carter Observatory Collection .	To manage heritage collections in line with the Collections Policy, including housing them in appropriate storage.	<ul style="list-style-type: none"> Achieved. 	30.06.13
Further items de-accessioned and disposed of in accordance with the Collections Policy.		<ul style="list-style-type: none"> Now that the collection has been returned to the Collection Store following the Store's refurbishment, the work of reviewing the collection has started again. The Collections management team has identified a significant number of items for disposal. 	
Move the Carter Collection to the Trust's off-site storage facility.	To manage the Carter Observatory Collection in line with the Collections Policy.	<ul style="list-style-type: none"> Underway. 	30.06.13
Assess the Carter Collection against the revised Collections Policy.		<ul style="list-style-type: none"> The collections team is considering the best approach to progress this work. 	
The continued conservation of the recovered timbers is reviewed with Council.	To review the conservation of the Plimmer's Ark timbers and implement decisions.	<ul style="list-style-type: none"> Our recommendation that the Plimmer's Ark timbers be removed from Shed 6 and stored in humidity controlled dry storage has been discussed with Council officers. This option enables us to undertake tests to determine the level of conservation achieved and make decisions about further treatment and/or disposal. This is a considerably cheaper option than continuing the current PEG treatment and is based on evidence that timbers which have not been treated with PEG for over 18 months appear to be stable. The logistics and costs of removing and storing the timbers are being investigated. We have been advised that the Shed 6 development for Wellington Venues will start in mid-December. We have not agreed the timeframe but are working towards removal by January 2013. We will be discussing our costs with Arrow International, project managers for PWV. Collection items in the Queen's Wharf Gallery will be removed to storage. City Gallery has capacity to store PEG, This 	30.06.13
The conservation and interpretation of the Plimmer's Ark relic in-situ at the Old Bank Arcade is continued.			

is required to make up the solution for the continuing conservation of the in situ timbers.

Strategic Plan Action	SOI Strategic Priority	Progress as at 30 September 2012	By
Organisation Effectiveness			
Budget or better is achieved.	To ensure the Trust's budget is break-even and that depreciation is fully funded.	<ul style="list-style-type: none"> On track to achieve. 	30.06.13
Collaborative three-year rolling programme planning continues.		<ul style="list-style-type: none"> The focus of collaborative planning is the development and delivery of signature events; leveraging programming; and planning for important city, regional and national events/anniversaries, including the commemoration of WW1 and Wellington becoming the Capital City also to be marked in 2015. 	
Negotiate a new agreement with Council.	To manage and operate Carter Observatory as part of the Trust on a cost neutral basis to the Trust, and as agreed with Council.	<ul style="list-style-type: none"> Discussions have paused. In the meantime the original agreement has been rolled over. Further changes have been made to the Carter cost structure and the budget has been revised. Subject to achieving budgeted revenue break-even is probably. 	30.06.13
Budget or better is achieved.			
Visitation revenue strategy (admissions and retail) developed and implemented.	To continue to develop the Trust's revenue generation capability.		30.06.13
Commercial venue hire strategy developed and implemented.		<ul style="list-style-type: none"> Planning completed for 12-13. No change to core rate card prices, but structure reviewed to enable further cost-of-sale recharges. Promotional activity will focus on each institution with cross Trust activity for specific forums e.g. Expo. Staffing restructure saw consolidation of resource across Museums Wellington group and Carter Observatory. 	
Planning for Cable Car Museum expansion and commercial opportunities underway.		<ul style="list-style-type: none"> No progress to date. 	

Museum of Wellington City & Sea commercial opportunities (potentially retail expansion, including food and beverage) are developed in line with the redevelopment programme.

Commercial opportunities associated with **Capital E** accommodation confirmed through business case.

City Gallery commercial plan developed and implemented.

Trust-wide fundraising strategy implemented. Fundraising projects are identified and aligned with strategic priorities.

- Trial of pop-up café to open in November 2012 and run through high season to ascertain visitor take-up levels.
 - Consideration of commercial opportunities are included in the feasibility plan
 - City Gallery Director and Commercial Manager have begun planning to develop a business case for a retail proposition at the City Gallery.
 - Some of the protocols around functions and events have been reviewed to enhance the Gallery as a venue.
 - Fundraising Committee established to advance fundraising. See fundraising report.
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Strategic Plan Action	SOI Strategic Priority	Progress as at 30 September 2012	By
<p>Continue formal and informal strategies to build collaboration and to leverage greater benefits from Council's investment. Other strategies reviewed and agreed with group.</p> <p>Collaborative marketing plan for Cable Car Precinct developed and implemented in partnership with Positively Wellington Tourism (PWT), Parks and Gardens, <i>Zealandia</i>, and the Cable Car company.</p> <p>Ensure that at least one cross-Council Controlled Organisation (CCO) project is identified for completion in 2013-14.</p>	To collaborate with other Council visitor attractions and Positively Wellington Tourism (PWT) to optimise the Council's investment in Wellington attractions.	<ul style="list-style-type: none"> Collaborative projects currently underway with other Wellington attractions include the City Pass (Zoo, Zealandia, Cable Car, Carter), PWT water fountain make a wish campaign (PWT, Carter and others). Further consideration is being given to the Wellington Attractions Card. No progress has been made towards a marketing strategy for the Cable Car Precinct. Wellington attractions have contributed to the Capital City/National Identity project by providing education data. 	30.06.13
<p>Continue to develop the relationship with Museum of New Zealand Te Papa Tongarewa (Te Papa).</p> <p>Achieve at least one collaborative project.</p>	To explore mutually beneficial opportunities for closer collaboration with Te Papa.	<ul style="list-style-type: none"> Meeting arranged for November with Te Papa to discuss support of the Capital E National Arts Festival. City Gallery Educator, Maori and the Curator, Maori & Pacific Art are working with a team at Te Papa on a project to develop te reo art terminology for writing and teaching purposes. City Gallery Manager Education & Public Programmes and the Educator, Maori are in the initial stages of planning some shared programming for visiting Kura Kaupapa Maori Schools (especially Kura visiting from outside Wellington). The opportunity for Carter to work with Te Papa on Matariki 2013 is being explored. 	30.06.13
<p>Reinstate the Trust's environmental sustainability committee.</p> <p>Review sustainability policy.</p> <p>Achieve agreed targets.</p>	To operate in an environmentally sustainable way by ensuring that all aspects of our business have the least harmful effect on the environment that is reasonable in all circumstances.	<ul style="list-style-type: none"> Achieved Review of policy commenced Targets will follow once policy review completed. 	30.06.13

