

Draft 2011/12 SOI Officer Cover Sheet

WELLINGTON MUSEUMS TRUST

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new ways of seeing arts, culture, heritage and Wellington

Draft Statement of Intent 2011-12, 2012-13, 2013-14

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Introduction

The Wellington Museums Trust (the Trust) was established by the Wellington City Council (Council) in 1995 and it is now the largest grouping of arts and cultural institutions in Wellington. As the owner of these assets the Council is the principal funder and the Trust is therefore dependent on Council for its long-term financial sustainability and to operate as a going concern.

The Carter Observatory (Carter) was added to the Trust in 2010 and as agreed with Council the financial performance of Carter will be ring-fenced and reported separately until 30 June 2012.

The institutions that make up the Trust are:

- City Gallery Wellington
- Museum of Wellington City & Sea (including Plimmer's Ark Galleries at Queens Wharf and in the Old Bank Arcade)
- Wellington Cable Car Museum
- Colonial Cottage Museum
- Capital E
- Carter Observatory
- New Zealand Cricket Museum, in partnership with the New Zealand Cricket Museum Incorporated.

The Trust is a Council Controlled Organisation and this Statement of Intent is presented in accordance with section 64 of the Local Government Act 2002.

It outlines the Trust's intentions for the next three years with detailed focus on the financial period to 30 June 2012. Effort has been made to use Key Performance Indicators (KPI) that are appropriate in judging achievements and progress towards the Trust's vision, goals and strategic priorities, and the Council's outcomes.

Executive Summary

Overview

The Wellington Museums Trust is a respected and award-winning organisation presenting visitor attractions that are educational, entertaining and innovative. Our vision is that Wellingtonians and visitors to the city experience *new ways of seeing arts culture heritage and Wellington*. This means that:

- Our visitors are engaged in thought provoking experiences that achieve high standards of quality, critical acclaim and public participation and appreciation.
- We build on individual strengths including city and harbour locations to maximise opportunities to deliver great visitor experiences across the city.
- We make a compelling contribution to Wellington's arts and cultural capital brand.
- Our organisation is financially sustainable; we breakeven or better each year and depreciation is fully funded.

In 2010-11 we completed a *Review of Priorities* which has resulted in a new strategic plan. The *Review* highlighted the importance of being in the position to fund our core offerings on a sustainable basis and at the same time to be able to respond to opportunities. To achieve this, we will establish base funding levels to deliver reviewed institutional concepts and core offerings, and we will establish a fund that will be applied on a contestable basis for additional core offerings. A number of changes will be made over the next three years including:

- The refocusing of the Museum of Wellington City & Sea on the refreshment of the permanent exhibitions rather than the delivery of temporary exhibitions from 2012-13;
- The development of the collections in the care of the Trust so that only items that meet the Trust's Collections Policy are held in storage; and
- The reconceptualisation of Capital E as a cultural centre for young people focused on digital and live experiences through destination (a building) and outreach.

We are also considering the introduction of admission charges for national and international visitors to City Gallery Wellington and the Museum of Wellington City & Sea, and a Wellington Attractions Card that will enable Wellington residents to continue to have free access to the Museum and City Gallery as well as access other benefits. A decision will be made on these strategies following further evaluation through a feasibility study.

The Carter Observatory's financial performance will remain ring-fenced until 30 June 2012. The first full year of operation following extensive refurbishment by Council has produced mixed results; while Carter has been successful in terms of overall visitation, including an enthusiastic response from the education sector, the financial performance was below projections in respect of paying customers. Actual performance has been reflected in a revised business plan for 2011-12.

We have developed a programme for the 2011 RWC which will contribute to the city's objectives and with families, art lovers and rugby fans in mind. The *score a try* interactive at Capital E will be a hit with children and *Hard on the Heels*, rugby photographs by Peter Bush at the Museum of Wellington City & Sea and celebrates the game and the personalities. *Oceania: Imagining the Pacific* at City Gallery will feature modern and contemporary art from Aotearoa New Zealand and elsewhere in the Pacific and *Navigation Nights at Carter Observatory* will be themed around migration focused on RWC participating countries.

In line with Council's expectations the Trust will breakeven and fully fund depreciation by 2012-13 and in subsequent financial years. Assuming that Council continues to fund our organisation at the 2011-12 level, breakeven will be achieved through a combination of savings and increased revenue.

The Trust greatly appreciates, and wishes specifically to acknowledge, the continuing support of the Wellington City Council. The Trust is proud of the key role its institutions play in Wellington's arts and cultural landscape, and is highly motivated to achieve a sustainable position in order to continue providing inspiring visitor experiences for Wellingtonians and visitors alike.

Financial Position

Excluding Carter Observatory

The financial projections are provided in Appendix 1 are presented on the basis that the Trust's Council base-line funding will be \$7,710,284 in 2011-12; inclusive of the occupancy grant and at the same level in 2012-13 and 2013-14.

Total revenue is projected at \$9.688 million in 2011-12 increasing to \$9.854 million in 2012-13 and \$9.878 million in 2013-14. Total expenses are projected at \$9.783 million in 2011-12 increasing to \$9.854 million in 2012-13 and \$9.878 million in 2013-14.

Carter Observatory

Council has agreed that the financial performance of Carter Observatory is ring-fenced until 30 June 2012. In line with this agreement the financial projections of Carter have been presented separately in Appendix 2 and are prepared on the basis that the Trust's base-line funding for Carter will be \$300,000 in 2011-12 and at the same level in 2012-13 and 2013-14.

Total revenue is projected at \$1,023,000 in 2011-12 increasing to \$1,080,000 in 2012-13 and \$1,112,000 in 2013-14. Total expenses are projected at \$971,000 in 2011-12 increasing to \$1,004,000 in 2012-13 and \$1,031,000 in 2013-14.

No allowance has been made for depreciation on fixed assets held by Council as this charge is budgeted by Council. We recognise that the issue of depreciation funding will need to be addressed as part of the review of the Trust's long-term management of Carter.

Supporting Financial Information

The accounting policies are provided in Appendix 3.

Key Performance Indicators (KPI)

We have reviewed our KPIs in consultation with Council and the following represent high-level aggregate indicators of performance to measure achievement of our vision and Council's outcomes.

The Efficiency KPI was previously "Council subsidy per visit"; its function will be reviewed in the context of our work on admission charges and the Wellington attractions card to ensure that operational dependencies are aligned and that this KPI effectively measures efficiency.

Detailed KPI information by institution is provided at Appendix 4.

KPI	2011-12	2012-13	2013-14
Visitation ¹	612,550	597,591	585,711
Quality of visit	90%	92%	92%
Visitor origin			
▪ <i>Wellington city</i>	25%	31%	29%
▪ <i>Wellington region</i>	14%	17%	16%
▪ <i>National</i>	31%	26%	28%
▪ <i>International</i>	30%	25%	27%
Repeat visitation	27%	28%	29%
City residents' awareness - see Table 5 Appendix 4			
% of items aligned with Collections Policy	75%	85%	95%
Non Council Revenue			
▪ <i>Trust</i>	21%	22%	22%
▪ <i>Carter Observatory</i>	74%	78%	79%
Efficiency			
▪ <i>Trust subsidy</i>	\$13.72	\$14.24	\$14.64
▪ <i>Trust spend per visit</i>	\$3.63	\$4.08	\$4.24
▪ <i>Carter Observatory subsidy</i>	\$5.74	\$5.21	\$4.94
▪ <i>Carter spend per visit</i>	\$14.02	\$13.76	\$13.63

- 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.
- Visitor origin – Wellington city, Wellington region, national (rest of New Zealand), and international.
- 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 the proportion of non Council revenue generated by the Trust and Carter Observatory from a range of sources as a proportion of total revenue.²
- Efficiency – Calculated by dividing the Council grant by the number of visits per year (subsidy per visit) and dividing admissions/retail/venue hire revenue by the number of visits (spend per visit).

¹ The decrease in visitation in 2012-13 and 2013-14 is based on the possibility of introducing admission charges at City Gallery and the Museum of Wellington City & Sea which will be subject to decision following a feasibility study.

² Previously the Trust has calculated non Council revenue on the basis of total revenue excluding the occupancy grant. This year the calculation includes the occupancy grant. If the occupancy were to be excluded non Council revenue would be 34% of total revenue.

Goals and Strategic Priorities

The goals and strategic priorities provide information on the Trust's priority focus for the reporting period and how we will address Council's expectations as set out in its letter to the Trust of 25 January 2011. Detailed information follows on pages 9 to 13.

Visitor Experience

Our visitor experiences are thought provoking and achieve high standards of quality, critical acclaim and public participation and appreciation; and we continue to make a compelling contribution to Wellington's arts and cultural capital brand.

Visitor Experience Strategic Priorities are:

- To deliver a superb customer service alongside excellent events and exhibitions for RWC 2011.
- To improve environmental conditions at City Gallery to meet generally accepted international standards for the display of art.
- 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.
- 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.
- To complete and open a new interactive exhibition featuring rocketry and spaceflight and a discovery place for children and their families at Carter Observatory.

Heritage Collections

Our heritage collections contribute to our understanding of Wellington's unique identity, its history, art and creativity.

Heritage Collections Strategic Priorities are:

- To consolidate the Plimmer's Ark project as agreed with Council by 30 June 2012.
- To complete the appraisal of the Trust's Collections and relocate items to be kept in new storage by 30 June 2012.
- To appraise the Carter Observatory Collection and relocate items to be kept in new storage by 30 June 2013.

Organisation Effectiveness

We are a high performing organisation that is innovative and committed to the achievement of our vision, the effective and efficient use of resources, excellent stakeholder and partner relationships and socially and environmentally responsible.

Organisation Effectiveness Strategic Priorities are:

- To ensure that the Trust's budget is breakeven and that depreciation is fully funded by 2012-13.
- To ensure that the Carter Observatory achieves budget or better in 2011-12.
- To work with Council to facilitate its review of back-office functions by 30 June 2012.
- To continue to develop the Trust's (including Carter Observatory) revenue generation capability.
- To collaborate with other Council visitor attractions and Positively Wellington Tourism (PWT) to optimise the Council's investment in Wellington attractions.
- To explore mutually beneficial opportunities for closer collaboration with the Museum of New Zealand Te Papa Tongarewa (Te Papa).

Goals, Performance and Strategic Priorities

Visitor Experience

Goal

Our visitor experiences are thought provoking and achieve high standards of quality, critical acclaim and public participation and appreciation; and we continue to make a compelling contribution to Wellington's arts and cultural capital brand.

Performance

Success will be measured by key performance indicators (KPI) focused on:

- 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.
- Visitor origin – Wellington city, Wellington region, national (rest of New Zealand), and international.
- 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.

Strategic Priorities

RWC 2011

Objective: To deliver a superb customer service alongside excellent events and exhibitions for the RWC 2011.

We will support the Council's objectives for the RWC 2011 by delivering quality visitor experiences during the tournament which will leave a lasting impression that Wellington is the arts and cultural capital of New Zealand.

Our RWC 2011 programme has been developed with families, art lovers and rugby fans in mind. The *score a try* interactive at Capital E will be a hit with children and *Hard on the Heels*, rugby photographs by Peter Bush at the Museum of Wellington City & Sea, celebrates the game and rugby personalities – a must see for rugby fans. *Navigation Nights at Carter Observatory* will be themed around migration focused on RWC 2011 participating countries.

OCEANIA is a collaborative project to deliver an exhibition *Oceania* at City Gallery and at the Museum of New Zealand Te Papa Tongarewa and is part of the REAL New Zealand Festival to be held in association with RWC 2011.

The project has received funding of \$600,000 from the Ministry for Culture and Heritage and ANZ has also agreed to sponsor the exhibitions. City Gallery's exhibition, ***Oceania: Imagining the Pacific*** offers an opportunity to experience the works of leading modern and contemporary Māori, Pacific and Palangi artists from throughout the Pacific region alongside ancient Māori and Pacific taonga (treasures); Te Papa's exhibition ***Oceania: Early Encounters*** explores Pacific, Māori, and European peoples' response to the new technologies, materials and ideas that were part of their early encounters. The exhibitions open to the public on 6 August and will close on 6 November 2011.

Our other focus is that though special training of our front-of-house teams we provide excellent customer service which is welcoming, and that our staff are knowledgeable about our city and what it has to offer during the tournament. To achieve this we will work with our colleagues in other city attractions to ensure that for visitors in particular, Wellington attractions provide lasting, positive memories of their stay in our city.

City Gallery Wellington Environmental Conditions

Objective: To improve environmental conditions at City Gallery to meet generally accepted international standards for the display of art.

We borrow art works from institutional and private collections for City Gallery exhibitions. To maintain the confidence of lenders, the environmental conditions within City Gallery must meet generally accepted international standards for temperature and relative humidity. As part of the Civic Square campus HVAC system we have not had the level of control to ensure those standards. In addition, certain features of the building contribute to the challenge of controlling temperature and relative humidity.

To improve environmental conditions at City Gallery a dedicated air conditioning plant will be installed by Council and will be operational for the opening of *Oceania: Imagining the Pacific*. We will continue to work with Council on this project including the development of a prioritised plan for any additional work needed following the installation of the new plant.

Museums Wellington Refreshment

Objective: 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.

The Museums Wellington team has completed preliminary work in preparation for the development of a refreshment plan for the Museum of Wellington City & Sea's permanent visitor experience which will be presented to the Board for review in the first half of 2011-12. The implementation of the plan will commence in 2012 with the first stage complete and open to the public in 2012-13. This is a capital development project dependent on our ability to fully fund depreciation.

Capital E Concept

Objective: 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.

As an entirely child focused organisation, Capital E makes a significant contribution to Wellington's children and their families and refreshing the concept and ensuring that it engages and inspires the next generation of Wellingtonians in creative activity is a priority for the Trust.

Our new conceptual framework for Capital E will focus on inspiring young people through digital and live creative experiences in Wellington and through outreach. Our emphasis will be on engaging young people in the development and production of high quality cultural experiences which build on Capital E's solid reputation and experience in providing theatre, performance, creative technology and other experiences provided to young people and their families since it opened.

The concept is built on the need for destination (a building) and an outreach programme that will include the National Theatre's touring programme but which also engages young people through the internet.

The Capital E building has been reviewed and a report prepared which highlights the problems with the building and provides options for how it could be developed to meet the needs of a premier arts centre for young people.

It is anticipated that these matters will have been discussed with Council prior to 30 June 2011 and a process in place to move this project forward. The project will

Carter Observatory

Objective: To complete and open a new interactive exhibition featuring rocketry and spaceflight and a discovery place for children and their families at Carter Observatory.

Background: The Carter Observatory was awarded funding from the New Zealand Lotteries Grant Board's Significant Projects Fund in 2009-10 to complete the visitor experience as originally envisaged. The rocketry and spaceflight exhibition and the discovery place will be open by the end of August and ready for RWC 2011 visitors.

Heritage Collections

Goal

Our heritage collections contribute to our understanding of Wellington's unique identity, its history, art and creativity.

Performance

Success will be measured by the key performance indicator (KPI) focused on:

- % of items aligned with the Collections policy – This will measure progress towards aligning collections in our care to our Collections policy.

Strategic Priorities

Plimmer's Ark Conservation Project

Objective: To consolidate the Plimmer's Ark project as agreed with Council by 30 June 2012.

The recovered Plimmer's Ark timbers are part-way through a conservation project which involves the slow replacement of water in the timbers with polyethylene glycol (PEG). The timbers that remain in situ at the Old Bank Arcade are also being preserved through a similar process.

In 2009, Council agreed that the project would continue with a focus on the conservation of the stern timbers (the most recognizable part of the ship) in a new location and the timbers in situ at the Old Bank Arcade. Over the next twelve months the project will be reduced to the agreed scope and relocated from Shed 6 to another site. This includes finding an appropriate site for the project, reducing the project down to the stern timbers only, removing the display in Shed 6 and disposing of the PEG and timbers no longer to be conserved in the most appropriate way. At the Old Bank site, the conservation of the timbers in situ will be reviewed to find the best long-term solution.

Collection Relocation

Objective: To complete the appraisal of the Trust's Collections and relocate items to be kept in new storage by 30 June 2012.

The Collections currently consist of approximately 20,200 objects including 50 Taonga, and 990 art works; 3,000 books; 4,500 charts and plans; approximately 40,000 photographic images (12,000 have been catalogued); and an unspecified number of items which are described as ephemera consisting mainly of posters and other paper based material. The majority of these items are in storage.

The focus of the Trust's Collections policy is the settlement of Wellington, and the history of Wellington including its social, cultural and economic development. The geographical focus of the Collections is generally the greater Wellington region, with a particular focus on the heritage and histories of Māori and other peoples of Wellington – Te Upoko o Te Ika a Maui.

By applying this policy the Trust has progressively improved the quality of the Collections. Excellent progress has been made in 2010-11 with all objects catalogued and assessed against this policy for retaining or removal. Items that have been identified for further research have been separated so that work can be carried out over the next twelve months. Preparation for relocation including full registration, photographing, packing and location finders is to be completed by this date.

Carter Observatory Collection

Objective: To appraise the Carter Observatory collection and relocate items to be kept in new storage by 30 June 2013.

Part of the heritage of the Carter Observatory as the national observatory is its small collection of objects, books and records. This material will be appraised during 2011-12 and 2012-13. Items to be accessioned will be housed with the Trust's stored Collections. The first stage of this process will be to develop an addendum to the Trust's Collection Policy which will be used to guide the appraisal of material and following that a plan for the appraisal process.

Organisation Effectiveness

Goal

We are a high performing organisation that is innovative and committed to the achievement of our vision, the effective and efficient use of resources, excellent stakeholder and partner relationships and socially and environmentally responsible.

Performance

Success will be measured by key performance indicators (KPI) focused on:

- Non-Council Revenue – This is the proportion of non Council revenue generated by the Trust and Carter Observatory from a range of sources as a proportion of total revenue.³
- Efficiency – Council subsidy per visit calculated by dividing the Council grant by the number of visits achieved during the year.

Strategic Priorities

The Trust's Budget (excluding Carter Observatory)

Objective: To ensure that the Trust's budget is breakeven and that depreciation is fully funded by 2012-13.

In line with Council's expectations the Trust will breakeven and fully fund depreciation by 2012-13 and in subsequent financial years. Assuming that Council continues to fund our organisation at the 2011-12 level, breakeven will be achieved through a combination of savings and increased non Council revenue.

The Carter Observatory Budget

Objective: To ensure that the Carter Observatory achieves budget or better in 2011-12.

The Carter Observatory's financial performance will remain ring-fenced and will be reported separately until 30 June 2012.

The first full year of operation following extensive refurbishment by Council has produced mixed results; while Carter has been successful in terms of overall visitation including an enthusiastic response from the education sector; there have been fewer paying visitors than projected and the mix of adults and children has produced a lower average admission price per head than projected. Overall the financial performance was below projection.

In consultation with Council the Trust will produce a new business plan including a strategy to manage the Carter Observatory depreciation expense.

Back-office functions review

Objective: To work with Council to facilitate its review of back-office functions by 30 June 2012.⁴

We have advised Council that we support its initiative to review back-office functions of Council Controlled Organisations. We will support any initiative that delivers the same or improved services whilst maintaining confidentiality, control and responsiveness to the Trust for less cost both annually and over time.

Revenue Generation

Objective: To continue to develop the Trust's and Carter Observatory's revenue generation capability.

This will include work on the introduction of admission charges for national and international visitors to City Gallery and the Museum of Wellington City & Sea; and a parallel initiative to drive local visitation through a Wellington Attractions Card (WAC) which will also enable the continued free access to City Gallery and the Museum of Wellington City & Sea for Wellington residents.⁵

³ In previous SOIs the Trust has calculated non Council revenue on the basis of total revenue excluding the occupancy grant. This year the calculation includes the occupancy grant. If the occupancy were to be excluded non Council revenue would be 34% of total revenue.

⁴ This is a Wellington City Council project and the timeline is dependent on its process.

⁵ The introduction of the WAC will have benefits in the first instance for Wellington attractions.
Wellington Museums Trust Draft 2011-12 SOI

Both projects are subject to business case and if agreed, will be introduced in 2012-13.

We will also continue to develop retail and venue hire revenue streams as well as fundraising activity.

Non Council revenue will be xx% of total revenue which is the equivalent of xx% of revenue excluding the occupancy grant.

Positively Wellington Tourism (PWT) and Council Visitor Attraction Collaboration

Objective: To collaborate with other Council visitor attractions and Positively Wellington Tourism (PWT) to optimise the Council's investment in Wellington attractions.

We have collaborated with PWT on the production of the 9th edition of the Wellington Education Guide which is provided to all schools in New Zealand. The Guide is a well established marketing tool targeting education visitation and all recreational and visitor attractions, and a range of accommodation and transport options along with helpful information is included in the publication. We have also supported the City Sites bus through advertising and several of our attractions are participating in PWT's joint ticketing strategy for international tourists.

RWC 2011 provides the ideal platform to enhance collaboration amongst Wellington attractions and working with PWT and other city attractions we have agreed on the following:

- A commitment to participate in the Wellington attractions gold coin open day planned for 26 June designed to familiarise Wellingtonians with the variety of attractions on offer in the city; and
- Developing and implementing a city-wide customer service strategy for our front-of-house teams designed to hone customer services skills including knowledge of our attractions and the events and programmes on offer throughout the city during RWC 2011.

Our objective will be to ensure that for visitors to the city during RWC 2011, Wellington attractions contribute to lasting, positive memories of their stay in our city.

In addition, CCO and CO leaders will meet at least twice a year to review and plan further collaborative initiatives designed to optimise Council's investment.

These initiatives are in addition to many smaller collaborative projects which Wellington attractions are undertaking as part of normal business.

Collaboration: Wellington Museums Trust and Museum of New Zealand Te Papa Tongarewa

Objective: To explore mutually beneficial opportunities for closer collaboration with the Museum of New Zealand Te Papa Tongarewa (Te Papa).

Te Papa contributes to the success of our visitor attractions through collection loans at the Museum of Wellington City & Sea, the Colonial Cottage Museum and from time to time at City Gallery. In some respects this reflects Te Papa's origins as the National Museum and National Art Gallery and their role for many years as collecting institutions in our city and region prior to the establishment of Council's museums and gallery.

Other activity includes Capital E creating audio visual material for the launch of *Our Space* and its use of Soundings Theatre for National Arts Festival productions. There are also regular exchanges between our two organisations on a range of professional matters.

The exhibition *Oceania* is the first major collaboration for some time and has been facilitated by the financial support of central Government. This project is seen as an opportunity by both parties to understand the needs of the other and how the two can work effectively together bearing in mind differences of purpose, size and resource.

In addition to collaboration on exhibitions and collection loans we have already indicated our interest in working with Te Papa on collection storage issues and our interest in the use of Soundings Theatre for the Capital E National Theatre for Children which we believe has benefits for both parties.

Operating Environment

The impact of the economic downturn has affected revenue generation in 2010-11 particularly in respect of ticket sales, venue hire and the fundraising environment. However, retail sales are likely to achieve target for 2010-11. The Carter Observatory visitor projections set in 2008 have not been achieved due in part to the economic downturn. Other contributing factors relate to Carter's location and include path access, lighting, car parking and external signage.

The 22 February Christchurch earthquake has had a direct impact on Trust activity and revenues. The cancellation of City Gallery's exhibition *John Pule Huanga (Arrivals)* due to be exhibited at the Christchurch Art Gallery in May 2011 and the cancellation of Capital E National Theatre for Children's performances of *Hear to See* and *Kia Ora Khalid* at the 2011 Christchurch Arts Festival have had an immediate financial impact. Given the extensive damage to infrastructure it is unlikely that the National Theatre or City Gallery exhibitions will have access to Christchurch audiences for some time.

Tourism – The economic downturn has affected the visitor profile and numbers to Wellington. While Germanic Europe and Australia remain strong sources of international visitors, there is a noticeable decline from the more traditional markets of UK and USA. There is a stronger Australian presence being seen in cruise ship passengers as the result of an increase in positioning of ships in the South Pacific and also an appetite from Australians toward shorter "semi-domestic" visits to Wellington. Although this demographic profile shift has not affected volume, it has meant some decline in visitor spend and hotel night occupancy. It is reasonable to expect some affects on visitor flows going forward in response to the recent earthquakes in Christchurch. These events have occurred at the same time as a slowing of the domestic market, but may be offset by some business redirecting to Wellington from Christchurch. We do expect this domestic pattern to continue into the immediate future.

On a more positive note Wellington being named "Coolest Little Capital in the World" by *Lonely Planet Best in Travel 2011* highlights the city's attractiveness as a destination and the important role for organisations such as the Trust to build on this reputation by providing quality experiences for visitors to the city. RWC 2011 provides the ideal platform to enhance Wellington's reputation internationally and the Trust is committed to making the most of this opportunity.

Social/Cultural – According to the 2006 population census, the diversity of the New Zealand population continues to broaden. Māori, Pacific and Asian peoples have increased considerably as a proportion of the population; in particular, New Zealand's youth is increasingly culturally diverse. Overall the New Zealand population is ageing, with the median age projected to increase to 45 years in 2101 compared to 35 years in 2001.

According to information published on the Council's website, Wellington city's population is young with 55.9% aged 18 - 49 years (2006) compared with 45.1% in New Zealand generally. Wellington city has higher proportions of Europeans (76.8%) and Asians (12.7%) than New Zealand as a whole, and lower proportions of Māori (7.4%) and Pacific peoples (6.6%). Over one-third (33%) of Wellington residents have a bachelor degree or higher qualification - the highest in the country.

Wellington city has a steadily growing population which increased by 7,800 between 2006 and 2009 to 195,500 people. The city's population accounts for 4.45% of the New Zealand population and is expected to see steady growth over the next decade. About 460,000 people live in the Wellington region, 11% of the New Zealand population. There are 68,901 dwellings in Wellington city and 25,284 Wellington-based businesses. It is estimated that 70% of dwellings have access to the internet.

Wellingtonians rate their quality of life as very high and in early 2009, Wellington city was ranked by a *Top Spots to Live* survey as New Zealand's best place for families as well as New Zealand's greenest city. Porirua city was also in the top 10 in both categories.

Museums, art galleries and historic buildings, retail shopping including souvenir-shopping continue to be important activities for visitors to the city.

Operating Framework

The Wellington Museums Trust is governed by a Trust Deed between the Wellington City Council and the Trust and was first executed on 18 October 1995 and updated on 15 August 2007.

Governance

The Trust is a Council Controlled Organisation (CCO) and Trustees are appointed to govern the organisation on behalf of Council. Trustees are standard-bearers for the Trust's vision. They are responsible for setting the strategic direction and approving the Statement of Intent and the Annual Business Plan. The Board monitors organisational performance, the organisation's ongoing viability and the maintenance of its competitiveness.

The Board delegates the day-to-day operation of the Trust to the Chief Executive who reports regularly to the Board.

Board Membership

Trustee	Term expires	Committees
Quentin Hay, Chair	31 December 2013	Committee membership and chairs will be reviewed when new Trustees are appointed. In the meantime all Trustees are members of committees; Quentin Hay will Chair Audit & Finance; and Peter Cullen will chair People Planning & Performance.
Peter Cullen	31 December 2012	
Alick Shaw	30 June 2012	
Philip Shewell	31 December 2011	
Ray Ahipene-Mercer	October 2013	

The Board meets no fewer than nine times per year and has established the following committees to assist it to advance specific areas of interest. In addition, it will convene ad hoc working groups to consider specific strategic issues and will provide guidance in specialist areas to the Chief Executive as appropriate from time to time.

Board Committees

People Planning & Performance

This committee has been established to assess and monitor Chief Executive and senior management performance; and provide guidance and support to the Chief Executive in change and people management. The committee will meet as required.

Audit & Finance

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

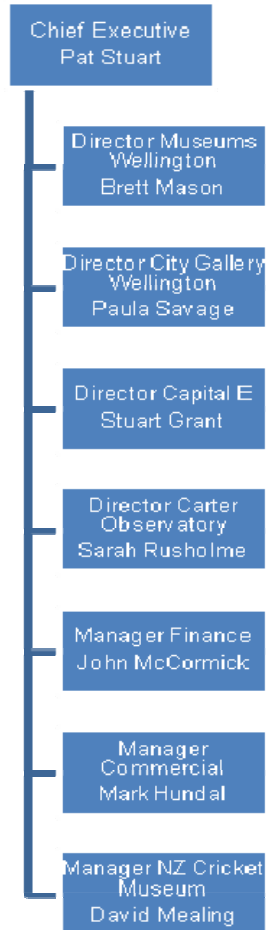
Board Performance

The Board will meet best practice governance standards and will undertake an annual review of the overall Board, individual and the Chair's performance and report to the Chair of Council Controlled Organisations Performance Subcommittee (CCOPS) by 30 September 2011.

Management

The Trust is a balance of centralised services (governance, Chief Executive, finance, commercial, human resources and information technology) and multi-tasking teams led by directors that deliver visitor experience, education, collection management and marketing services within institutions.

The organisation chart follows:



6

Risk Management

The Trust's risk profile (Appendix 5) identifies events and the impact that these events may have on our operations using a system that ranks the probability of the event and the level of impact that the event may have on our operation and/or the delivery of goods and services. The combination of the probability and the impact enables us to identify significant risks. The Board will review the risk profile regularly and will ensure that mitigation strategies are in place particularly for risks which are regarded as significant.

⁶ Dr Rusholme is currently on parental leave and Natasha Petkovic-Jeremic is acting Director Carter Observatory until 30 April 2011.

Council Relationship Principles

The Local Government Act 2002 requires local authorities to promote the cultural well-being of their communities. Funding arts and cultural institutions is one way in which Council meets this requirement. It is important that we are accountable for the ratepayer funds allocated and that we use these resources effectively and efficiently to provide visitor experiences and manage heritage collections.

We will provide quarterly reports in the agreed format to CCOPS on the agreed dates and present the Statement of Intent on the agreed date. Our Annual Report and audited accounts will be supplied to Council on 9 September 2011.

The principles governing the relationship with Council as its primary stakeholder will include:

- Operating on a “no surprises” basis so that any significant event that may impact on either party is brought to their attention as soon as it can be reasonably done.
- Open and frank communication will occur between the Board and Council.
- Full disclosure of information will be provided to Council from the Board as deemed necessary by Council to ensure its interests are upheld.
- Early advice to Council in the event of any situation that may be potentially contentious in nature.
- Disclosing within the Trust’s Business Plan any significant transactions that are planned.

Alignment with Council’s vision and strategic priorities

We are well placed to contribute to Council’s vision that Wellington is a *vibrant, internationally competitive and affordable city* its Art and Cultural Capital brand and to support its strategic priorities, particularly for cultural well-being which places emphasis on shaping Wellington’s unique identity, by:

- Taking a more pro-active role in protecting and enhancing local sense of place.
- Strengthening the Council’s partnerships with arts organisations, festival groups and institutions.
- Engaging more effectively with the community on the benefits and relevance of a diverse city.
- Engaging more effectively with grassroots community and youth-orientated arts and cultural activities.

Trust Goals	Trust Strategic Priorities and Performance	Trust/Council Link
Our visitor experiences are thought provoking and achieve high standards of quality, critical acclaim and public participation and appreciation; and we continue to make a compelling contribution to Wellington’s arts and cultural capital brand.	<ul style="list-style-type: none"> ▪ Visitation, quality of visit, visitor origin and residents’ awareness. ▪ RWC 2011 customer service and programme. ▪ Museums Wellington refreshment. ▪ Capital E in fit-for-purpose building. ▪ City Gallery building’s HVAC is fit-for-purpose. 	<ul style="list-style-type: none"> ▪ Unique identity. ▪ Arts and Cultural Capital ▪ Vibrant City. ▪ Internationally competitive. ▪ Diverse City. ▪ Grassroots community and youth-orientated arts and cultural activities.
Our heritage collections contribute to our understanding of Wellington’s unique identity, its history, art and creativity.	<ul style="list-style-type: none"> ▪ Collections quality, access, information and fit-for-purpose storage. 	<ul style="list-style-type: none"> ▪ Unique identity. ▪ Protecting and enhancing local sense of place. ▪ Arts and Cultural Capital ▪ Diverse city ▪ Grassroots community and youth-orientated arts and cultural activities.

Trust Goals	Trust Strategic Priorities and Performance	Trust/Council Link
<p>We are a high performing organisation that is innovative and committed to the achievement of our vision, the effective and efficient use of resources, excellent stakeholder and partner relationships and socially and environmentally responsible.</p>	<ul style="list-style-type: none"> ▪ Breakeven and fully fund depreciation ▪ Trust's non Council revenue is xx% of total revenue. ▪ Carter Observatory has a sustainable financial outlook. ▪ Positive, mutually beneficial partnerships advance Wellington's standing as the arts and cultural Capital of New Zealand. ▪ Collaboration with other visitor attractions optimises Council investment. ▪ Good employer obligations ▪ Recycling and reuse to eliminate waste. 	<ul style="list-style-type: none"> ▪ Unique identity. ▪ Arts and Cultural Capital ▪ Effective partnerships. ▪ Diverse City. ▪ Vibrant City. ▪ Grassroots community and youth-orientated arts and cultural activities. ▪ Environmental quality. ▪ Energy efficient.

**APPENDIX 1: Wellington Museums Trust – Financial Projections 2011-12,
2012-13; 2013-14**

Forecast 30-Jun-11	STATEMENT OF FINANCIAL PERFORMANCE	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
		30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12	30-Jun-12	30-Jun-13	30-Jun-14
Revenue								
1,340	Trading Income	243	243	243	243	973	1,239	1,208
5,491	Council Operating Grant	1,473	1,473	1,473	1,473	5,891	5,891	5,891
1,769	Council Rental Grant	442	442	442	442	1,769	1,769	1,769
650	Other Grants	155	155	155	155	620	620	620
327	Sponsorships and Donations	41	41	41	41	162	122	122
0	Investment Income	15	15	15	15	60	0	55
303	Other Income	53	53	53	53	213	213	213
9,881	Total Revenue	2,422	2,422	2,422	2,422	9,688	9,854	9,878
Expenditure								
3,847	Employee Costs	1,007	1,007	1,007	1,007	4,027	4,061	4,141
1,769	Council Rent	442	442	442	442	1,769	1,769	1,769
4,260	Other Operating Expenses	906	906	906	906	3,624	3,660	3,603
340	Depreciation	91	91	91	91	364	364	364
0	Interest	0	0	0	0	0	0	0
10,216	Total Expenditure	2,446	2,446	2,446	2,446	9,783	9,854	9,878
Net Surplus/(Deficit) before								
(335)	Taxation	(24)	(24)	(24)	(24)	(95)	0	0
Taxation Expense								
(335)	Net Surplus/(Deficit)	(24)	(24)	(24)	(24)	(95)	0	0
-3.4%	Operating Margin	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	0.0%	0.0%

**APPENDIX 1: Wellington Museums Trust – Financial Projections 2011-12,
2012-13; 2013-14**

Forecast 30-Jun-11	STATEMENT OF FINANCIAL POSITION	Budget	Budget	Budget	Budget	Total YE	Total YE	Total YE
		30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12	30-Jun-12	30-Jun-13	30-Jun-14
Shareholder/Trust Funds								
2,123	Share Capital/Settled Funds	2,123	2,123	2,123	2,123	2,123	2,123	2,123
0	Revaluation Reserves	0	0	0	0	0	0	0
38	Restricted Funds	38	38	38	38	38	38	38
1,841	Retained Earnings	1,817	1,794	1,770	1,746	1,746	1,746	1,746
4,002	Total Shareholder/Trust Funds	3,978	3,955	3,931	3,907	3,907	3,907	3,907
Current Assets								
14	Cash and Bank	11	11	11	14	14	14	14
150	Accounts Receivable	239	239	239	158	158	165	174
200	Other Current Assets	105	105	105	210	210	221	232
364	Total Current Assets	355	355	355	382	382	400	419
Investments								
127	Deposits on Call	163	190	439	185	185	148	225
0	Other Investments	0	0	0	0	0	0	0
127	Total Investments	163	190	439	185	185	148	225
Non-Current Assets								
4,516	Fixed Assets	4,476	4,436	4,395	4,357	4,357	4,298	4,237
25	Other Non-current Assets	24	24	23	20	20	16	13
4,541	Total Non-current Assets	4,500	4,459	4,418	4,377	4,377	4,314	4,250
5,032	Total Assets	5,018	5,005	5,212	4,944	4,944	4,861	4,894
Current Liabilities								
300	Accounts Payable and Accruals	303	306	530	300	300	315	320
600	Provisions	606	612	618	600	600	500	525
0	Other Current Liabilities	0	0	0	0	0	0	0
900	Total Current Liabilities	909	918	1,148	900	900	815	845
Non-Current Liabilities								
0	Loans - WCC	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0
130	Other Non-Current Liabilities	131	132	133	137	137	139	142
130	Total Non-Current Liabilities	131	132	133	137	137	139	142
4,002	Net Assets	3,978	3,955	3,931	3,907	3,907	3,907	3,907
0.40	Current Ratio	0.39	0.39	0.31	0.42	0.42	0.49	0.50
0.80	Equity Ratio	0.79	0.79	0.75	0.79	0.79	0.80	0.80

**APPENDIX 1: Wellington Museums Trust – Financial Projections 2011-12,
2012-13; 2013-14**

Forecast 30-Jun-11	STATEMENT OF CASH FLOWS	Budget	Budget	Budget	Budget	Total YE	Total YE	Total YE
		Qtr to 30-Sep-11	Qtr to 31-Dec-11	Qtr to 31-Mar-12	Qtr to 30-Jun-12	30-Jun-12	30-Jun-13	30-Jun-14
Cash provided from:								
1,334	Trading Receipts	249	243	243	220	956	1,221	1,188
7,260	WCC Grants	1,915	1,915	1,915	1,915	7,660	7,660	7,660
650	Other Grants	155	155	155	155	620	620	620
327	Sponsorships and Donations	41	41	41	41	162	122	122
0	Investment Income	15	15	15	15	60	0	55
303	Other Income	53	53	53	53	213	213	213
9,875		2,428	2,422	2,422	2,399	9,671	9,836	9,858
Cash applied to:								
3,811	Payments to Employees	1,006	1,006	1,006	1,003	4,020	4,059	4,139
6,518	Payments to Suppliers	1,466	1,466	1,245	1,723	5,902	6,052	5,883
(441)	Net GST Cashflow	(127)	(127)	(127)	(127)	(509)	(538)	(541)
0	Other Operating Costs	0	0	0	0	0	0	0
0	Interest Paid	0	0	0	0	0	0	0
9,888		2,345	2,345	2,124	2,599	9,413	9,572	9,481
(13) Total Operating Cash Flow								
		83	77	298	(201)	258	263	377
Investing Cash Flow								
Cash provided from:								
0	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
Cash applied to:								
200	Purchase of Fixed Assets	50	50	50	50	200	300	300
0	Other	0	0	0	0	0	0	0
200		50	50	50	50	200	300	300
(200) Total Investing Cash Flow								
		(50)	(50)	(50)	(50)	(200)	(300)	(300)

**APPENDIX 1: Wellington Museums Trust – Financial Projections 2011-12,
2012-13; 2013-14**

Forecast 30-Jun-11	STATEMENT OF CASH FLOWS (CONT)	Budget Qtr to 30-Sep-11	Budget Qtr to 31-Dec-11	Budget Qtr to 31-Mar-12	Budget Qtr to 30-Jun-12	Forecast to 30-Jun-12	Forecast to 30-Jun-13	Forecast to 30-Jun-14
	Financing Cash Flow							
	<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
	<i>Cash applied to:</i>							
	8 Repayment of Loans	0	0	0	0	0	0	0
	0 Other					0	0	0
	8	0	0	0	0	0	0	0
	(8) Total Financing Cash Flow	0	0	0	0	0	0	0
	Net Increase/(Decrease) in							
	(221) Cash Held	33	27	248	(251)	58	(37)	77
	362 Opening Cash Equivalents	141	174	202	450	141	199	162
	141 Closing Cash Equivalents	174	202	450	199	199	162	240
		0	0	0	0	0	0	0

**APPENDIX 1: Wellington Museums Trust – Financial Projections 2011-12,
2012-13; 2013-14**

Forecast 30-Jun-11	CASH FLOW RECONCILIATION	Budget Qtr to 30-Sep-11	Budget Qtr to 31-Dec-11	Budget Qtr to 31-Mar-12	Budget Qtr to 30-Jun-12	Forecast to 30-Jun-12	Forecast to 30-Jun-13	Forecast to 30-Jun-14
(335)	Operating Surplus/(Deficit) for the Year	(24)	(24)	(24)	(24)	(95)	0	0
	Add Non Cash Items							
340	Depreciation	91	91	91	91	364	364	364
0	Other	0	0	0	0	0	0	0
5		67	67	67	67	269	364	364
	Movements in Working Capital							
	(Increase)/Decrease in							
89	Receivables	(89)	0	0	82	(8)	(8)	(8)
	(Increase)/Decrease in Other							
(95)	Current Assets	95	0	0	(105)	-10	(11)	(11)
	Increase/(Decrease) in							
11	Accounts Payable	3	3	224	(230)	0	15	5
	Increase/(Decrease) in Other							
(23)	Current Liabilities	7	7	7	-15	7	-97	28
(18)		16	10	231	-268	-11	-101	13
	Net Gain/(Loss) on Sale:							
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
	Net Cash Flow from							
(13)	Operations	83	77	298	(201)	258	263	377

**APPENDIX 2: Carter Observatory – Financial Projections 2011-12, 2012-13;
2013-14**

Total YE 30-Jun-11	STATEMENT OF FINANCIAL PERFORMANCE	Forecast Qtr to 30-Sep-11	Forecast Qtr to 31-Dec-11	Forecast Qtr to 31-Mar-12	Forecast Qtr to 30-Jun-12	Total YE 30-Jun-12	Total YE 30-Jun-13	Total YE 30-Jun-14
Revenue								
548	Trading Income	166	172	172	141	651	709	742
300	Council Grants	75	75	75	75	300	300	300
82	Other Grants	20	21	20	21	82	82	82
0	Sponsorships and Donations		0	0	0	0	0	0
0	Investment Income	0	0	0	0	0	0	0
0	Other Income	0	0	0	0	0	0	0
930	Total Revenue	261	268	267	237	1,033	1,091	1,124
Expenditure								
717	Employee Costs	170	170	170	170	680	695	710
0	Council Rent	0	0	0	0	0	0	0
331	Other Operating Expenses	81	81	81	81	325	339	352
11	Depreciation	3	3	3	2	11	11	11
0	Interest	0	0	0	0	0	0	0
1,059	Total Expenditure	254	254	254	253	1,016	1,045	1,072
Net Surplus/(Deficit) before								
(129)	Taxation	7	14	13	(16)	17	47	51
Taxation Expense								
(129)	Net Surplus/(Deficit)	7	14	13	(16)	17	47	51
-13.8%	Operating Margin	2.6%	5.1%	4.7%	-6.9%	1.6%	4.3%	4.6%

**APPENDIX 2: Carter Observatory – Financial Projections 2011-12, 2012-13;
2013-14**

	STATEMENT OF FINANCIAL POSITION				Forecast	Forecast	Forecast	Forecast	Total YE	Total YE	Total YE
		Forecast	Forecast	Forecast	Forecast	Total YE	Total YE	Total YE	Total YE	Total YE	Total YE
		30-Sep-11	31-Dec-11	31-Mar-12	30-Jun-12	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-12	30-Jun-13	30-Jun-14
Shareholder/Trust Funds											
0	Share Capital/Settled Funds	0	0	0	0	0	0	0	0	0	0
0	Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
0	Restricted Funds	0	0	0	0	0	0	0	0	0	0
(129)	Retained Earnings	(122)	(108)	(95)	(112)	(112)	(65)	(14)	(112)	(65)	(14)
(129)	Total Shareholder/Trust Funds	(122)	(108)	(95)	(112)	(112)	(65)	(14)	(112)	(65)	(14)
Current Assets											
0	Cash and Bank	0	0	0	0	0	0	0	0	0	0
0	Accounts Receivable	0	0	0	0	0	0	0	0	0	0
0	Other Current Assets	0	0	0	0	0	0	0	0	0	0
0	Total Current Assets	0	0	0	0	0	0	0	0	0	0
Investments											
0	Deposits on Call	0	0	0	0	0	0	0	0	0	0
0	Other Investments	0	0	0	0	0	0	0	0	0	0
0	Total Investments	0	0	0	0	0	0	0	0	0	0
Non-Current Assets											
25	Fixed Assets	33	30	27	25	25	25	25	25	25	25
0	Other Non-current Assets	0	0	0	0	0	0	65	0	0	65
25	Total Non-current Assets	33	30	27	25	25	25	90	25	25	90
25	Total Assets	33	30	27	25	25	25	90	25	25	90
Current Liabilities											
0	Accounts Payable and Accruals	0	0	0	0	0	0	0	0	0	0
10	Provisions	10	10	10	10	10	10	10	10	10	10
144	Other Current Liabilities	62	111	12	92	92	16	0	92	16	0
154	Total Current Liabilities	72	121	22	102	102	26	10	102	26	10
Non-Current Liabilities											
0	Loans - WCC	0	0	0	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0	0	0	0
0	Other Non-Current Liabilities	75	0	75	0	0	0	0	0	0	0
0	Total Non-Current Liabilities	75	0	75	0	0	0	0	0	0	0
(129)	Net Assets	(114)	(91)	(70)	(77)	(77)	(1)	80	(77)	(1)	80
0.00	Current Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(5.14)	Equity Ratio	(3.69)	(3.61)	(3.54)	(4.47)	(4.47)	(2.60)	(0.15)	(4.47)	(2.60)	(0.15)

**APPENDIX 2: Carter Observatory – Financial Projections 2011-12, 2012-13;
2013-14**

	STATEMENT OF CASH FLOWS	Forecast Qtr to 30-Sep-11	Forecast to 31-Dec-11	Forecast Qtr to 31-Mar-12	Forecast Qtr to 30-Jun-12	Total YE 30-Jun-12	Total YE 30-Jun-13	Total YE 30-Jun-14
Cash provided from:								
548	Trading Receipts	166	172	172	141	651	709	742
300	WCC Grants	150	0	150	0	300	300	300
82	Other Grants	20	21	20	21	82	82	82
0	Sponsorships and Donations	0	0	0	0	0	0	0
0	Investment Income	0	0	0	0	0	0	0
0	Other Income	0	0	0	0	0	0	0
930		336	193	342	162	1,033	1,091	1,124
Cash applied to:								
717	Payments to Employees	170	170	170	170	680	695	710
252	Payments to Suppliers	185	55	203	20	465	509	529
(75)	Net GST Cashflow	(22)	(23)	(23)	(19)	(88)	(94)	(96)
0	Other Operating Costs	0	0	0	0	0	0	0
0	Interest Paid	0	0	0	0	0	0	0
894		333	202	350	171	1,057	1,110	1,142
37	Total Operating Cash Flow	3	(9)	(8)	-9	(24)	-18	(19)
Investing Cash Flow								
Cash provided from:								
0	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
Cash applied to:								
36	Purchase of Fixed Assets	11	0	0	0	11	11	11
0	Other	0	0	0	0	0	0	0
36		11	0	0	0	11	11	11
(36)	Total Investing Cash Flow	(11)	0	0	0	(11)	(11)	(11)

**APPENDIX 2: Carter Observatory – Financial Projections 2011-12, 2012-13;
2013-14**

STATEMENT OF CASH FLOWS (CONT)	Forecast Qtr to 30-Sep-11	Forecast Qtr to 31-Dec-11	Forecast Qtr to 31-Mar-12	Forecast Qtr to 30-Jun-12	Forecast to 30-Jun-12	Forecast to 30-Jun-13	Forecast to 30-Jun-14
Financing Cash Flow							
<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
<i>Cash applied to:</i>							
0 Repayment 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
0 Total Financing Cash Flow	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash							
1 Held	(8)	(9)	(8)	(9)	(35)	(29)	(30)
0 Opening Cash Equivalents	1	(8)	(17)	(25)	1	(35)	(64)
1 Closing Cash Equivalents	(8)	(17)	(25)	(35)	(35)	(64)	(94)

**APPENDIX 2: Carter Observatory – Financial Projections 2011-12, 2012-13;
2013-14**

CASH FLOW RECONCILIATION		Forecast Qtr to 30-Sep-11	Forecast Qtr to 31-Dec-11	Forecast Qtr to 31-Mar-12	Forecast Qtr to 30-Jun-12	Forecast to 30-Jun-12	Forecast to 30-Jun-13	Forecast to 30-Jun-14
Operating Surplus/(Deficit) for (129) the Year		7	14	13	(16)	17	47	51
Add Non Cash Items								
11	Depreciation	3	3	3	2	11	11	11
0	Other	0	0	0	0	0	0	0
(118)		10	17	16	(14)	28	58	62
Movements in Working Capital								
(Increase)/Decrease in								
0	Receivables	0	0	0	0	0	0	0
(Increase)/Decrease in Other								
0	Current Assets	0	0	0	0	0	0	(65)
Increase/(Decrease) in Accounts								
0	Payable	0	0	0	0	0	0	0
Increase/(Decrease) in Other								
154	Current Liabilities	(7)	(26)	(24)	5	-52	-76	-16
154		(7)	(26)	(24)	5	-52	-76	-81
Net Gain/(Loss) on Sale:								
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
36 Net Cash Flow from Operations		3	(9)	(8)	(9)	(24)	(18)	(19)

APPENDIX 3: Supporting Financial Information

Significant Accounting Policies

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

1. Reporting entity

The Wellington Museums Trust Incorporated (the Trust) is registered as a charitable entity under the Charities Act 2005 and is domiciled in New Zealand. It is a Council Controlled Organisation (CCO) in terms of the Local Government Act 2002.

The financial statements of the Trust include the activities of the following business units - the Wellington Museums Trust, the Museum of Wellington City & Sea, City Gallery Wellington, Capital E, the Colonial Cottage Museum, the Wellington Cable Car Museum and the Carter Observatory as from 1 June 2010.

The principal activity of the Trust is to manage the Trust Institutions and to operate them for the benefit of the residents of Wellington and the public generally.

2. Basis of preparation

a) Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP), applying the Framework for Differential Reporting for entities adopting the New Zealand equivalents to International Financial Reporting Standards, and its interpretations (NZ IFRS). The Trust is a public benefit entity, as defined under NZ IAS 1.

The Trust qualifies for differential reporting exemptions as it has no public accountability and the Trust is small in terms of the size criteria specified in Framework for Differential Reporting. All available reporting exemptions allowed under the Framework for Differential Reporting have been adopted, except for NZ IAS 7, *Cash flow Statements*.

b) Basis of measurement

The financial statements are prepared on the historical cost basis.

c) Presentation currency

These financial statements are presented in New Zealand dollars (\$).

d) Changes in accounting policy

NZ IAS 1 Presentation of Financial Statement (revised) ("NZ IAS 1") became effective for the trust for the year ended 30 June 2010.

In accordance with NZ IAS 1 a "statement of comprehensive income" has been disclosed showing net profit or loss and revenue and expenses recognised directly in other comprehensive income.

These amendments are concerned with disclosures only and have not had a material impact on the financial results or position of the trust.

3. Significant accounting policies

The accounting policies set out below will be applied consistently to all periods presented in the financial statements.

a) Property, plant and equipment

Items of property, plant and equipment are stated at cost, less accumulated depreciation and impairment losses.

(i) Subsequent costs

Subsequent costs are added to the carrying amount of an item of property, plant and equipment when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to the Trust and the cost of the item can be measured reliably. All other costs are recognised in surplus/(deficit) as an expense as incurred.

(ii) Depreciation

Depreciation is charged to surplus/(deficit) using the straight line method. Depreciation is set at rates that will write off the cost or fair value of the assets, less their estimated residual values, over their useful lives. The estimated useful lives of major classes of assets and resulting rates are as follows:

- | | |
|---------------------------|-----------------|
| ▪ Computer equipment | 33% SL |
| ▪ Office and equipment | 25% SL |
| ▪ Motor vehicles | 20% SL |
| ▪ Building Fittings | 5%-25% SL |
| ▪ Collections & artefacts | Not depreciated |

The residual value of assets is reassessed annually.

b) Collections and artefacts

Collections and artefacts are carried at cost. A substantial amount of the collections were acquired on 29 February 1996 from the Wellington Maritime Museum Trust. All subsequent purchases are recorded at cost. Because the useful life of the collections and artefacts is indeterminate they are not depreciated. They are periodically reviewed for impairment. The Trustees obtained a valuation on specific items to support the carrying value at 30 June 2010. The Trustees reconfirmed that the carrying value at 30 June 2010 is appropriate and that no impairment event has occurred.

c) Intangible assets

Computer software

Software applications that are acquired by the Trust are stated at cost less accumulated amortisation and impairment losses.

Amortisation is recognised in surplus/(deficit) on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. The estimated useful lives for the current and comparative periods are as follows:

- | | |
|---------------------|--------|
| ▪ Computer software | 33% SL |
|---------------------|--------|

d) Trade and other receivables

Trade and other receivables are measured at their cost less impairment losses.

e) Inventories

Inventories (merchandise) are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Cost is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

f) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

g) Impairment

The carrying amounts of the Trust's assets other than inventories are reviewed at each balance date to determine whether there is any indication of impairment. If any such indication exists, the assets recoverable amount is estimated.

An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Impairment losses directly reduce the carrying amount of assets and are recognised in surplus/(deficit).

Estimated recoverable amount of other assets, e.g. property, plant and equipment and intangible asset, is the greater of their fair value less costs to sell and value in use. Value in use is determined by estimating future cash flows from the use and ultimate disposal of the asset and discounting these to their present value using a pre-tax discount rate that reflects current market rates and the risks specific to the asset. For

an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

h) Interest-bearing loans

Interest-bearing loans are recognised initially at fair value less attributable transaction costs.

i) Employee benefits

Long service leave The Trust's net obligation in respect of long service leave is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to its present value. The discount rate is the market yield on relevant New Zealand government bonds at the Balance Sheet date.

j) Provisions

A provision is recognised when the Trust has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax discount rate that reflects current market rates and, where appropriate, the risks specific to the liability.

k) Trade and other payables

Trade and other payables are stated at cost.

l) Revenue

(i) Grant funding

The Trust's activities are supported by grants, sponsorship and donations. Grants received that are subject to conditions are initially recognised as a liability and revenue is recognised only when the services are performed or conditions are fulfilled.

(ii) Services provided

Revenue from services rendered is recognised in profit or loss in proportion to the stage of completion of the transaction at the reporting date. Income is recognized as the service is provided (e.g. exhibition run). Where exhibitions are not scheduled to run until the following fiscal year, revenue is deferred and amortized to income throughout the period of the exhibition.

(iii) Sale of merchandise

Revenue from the sale of merchandise is recognised in surplus/ (deficit) when the significant risks and rewards of ownership have been transferred to the buyer. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of the merchandise, or where there is continuing management involvement with the merchandise.

m) Expenses

(i) Operating lease payments

Payments made under operating leases are recognised in surplus/(deficit) on a straight-line basis over the term of the lease. Lease incentives received are recognised in surplus/(deficit) over the lease term as an integral part of the total lease expense.

(ii) Finance income and expenses

Finance income comprises interest income. Interest income is recognised as it accrues, using the effective interest method.

Finance expenses comprise interest expense on borrowings. All borrowing costs are recognised in surplus/ (deficit) using the effective interest method.

n) Availability of future funding

The Trust is reliant on the Wellington City 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 subsequent to the initial 3 year term.

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 balance sheet. In addition, the Trust may have to provide for further liabilities that might arise, and to reclassify property, plant and equipment as current assets.

o) Income tax

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.

p) Goods and services tax

All amounts are shown exclusive of Goods and Services Tax (GST), except for receivables and payables that are stated inclusive of GST.

4. Ratio of Total Assets: Liabilities

- The Trust prefers to remain debt-free.
- Debt may not be raised to finance operating expenses.
- The Trust has a policy ratio of total assets to total liabilities of 3:1.

5. Activities for which compensation from Council is sought⁷

The Trust is seeking a core operational funding grant (excluding rental subsidy of \$1,768,938) of \$6,240,000 for the 2011-2012 financial year.

6. Significant Obligations/Contingent Liabilities

The Trust may borrow \$200,000 over a 7 year term to cover capital expenditure and may up lift this loan in July 2011.

The Trust currently holds no cash reserves to meet operational requirements and to mitigate risks.

The Trust has no contingent liabilities.

7. Distribution to Settlor

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

APPENDIX 4: Performance by Institution

Table 1 Visitation⁸

Visitor Numbers	Qtr to 30-Sep-11	Qtr to 31-Dec-11	Qtr to 31-Mar-12	Qtr to 30-Jun-12	Forecast to 30-Jun-12	Forecast to 30-Jun-13	Forecast to 30-Jun-14
City Gallery Wellington	32,000	35,500	38,500	37,000	143,000	99,329	101,287
Museum of Wellington	24,000	24,000	23,000	21,700	92,700	63,351	64,724
Capital E	23,500	30,000	17,500	21,000	93,500	135,000	115,000
Cable Car Museum	50,000	72,000	60,000	44,888	226,888	238,135	240,000
Carter Observatory	13,300	12,700	12,100	14,200	52,300	57,530	60,400
Colonial Cottage Museum	450	720	450	451	2,081	2,123	2,150
Cricket Museum	450	720	450	451	2,081	2,123	2,150
Total					612,550	597,591	585,711

Table 2 Quality of Visit

Quality of the Visitor Experience	2011-12	2012-13	2013-14
City Gallery Wellington	90%	92%	92%
Museum of Wellington	90%	92%	92%
Capital E	90%	92%	92%
Wellington Cable Car Museum	90%	92%	92%
Carter Observatory	90%	92%	92%
Colonial Cottage Museum	90%	92%	92%
Average	90%	92%	92%

Table 3 Visitor Origin (Wellington City, Region, National, International) (Annual Target)

Visitor Origin	City Gallery	Museum of Wellington	Cable Car Museum	Colonial Cottage Museum	Carter Observatory	Capital E	Ave.
2011-12							
City	40	19	15	41	20	35	25%
Region	10	19	12	35	15	16	14%
National	25	26	34	18	27	40	31%
International	25	36	39	6	38	9	30%
2012-13							
City	60	30	15	40	20	45	31%
Region	14	30	12	34	15	22	17%
National	11	14	34	17	27	30	26%
International	15	26	39	9	38	3	25%
2013-14							
City	60	30	15	38	20	35	29%
Region	14	30	12	32	15	16	16%
National	11	14	34	15	27	40	28%
International	15	26	39	15	38	9	27%

⁸ The decrease in visitation in 2012-13 and 2013-14 is based on the possibility of introducing admission charges at City Gallery and the Museum of Wellington City & Sea which will be subject to decision following a feasibility study.

Table 4 Repeat Visitation

Repeat Visitation	2011-12	2012-13	2013-14
City Gallery Wellington	25%	25%	25%
Museum of Wellington	25%	25%	25%
Capital E	40%	40%	45%
Wellington Cable Car Museum	25%	25%	25%
Carter Observatory	23%	25%	25%
Average	27%	28%	29%

Table 5 Residents' Awareness (Annual Survey)

Residents' Awareness	2011-12	2012-13	2013-14
City Gallery Wellington	88%	90%	92%
Museum of Wellington	90%	92%	92%
Capital E	85%	87%	90%
Wellington Cable Car Museum	90%	92%	92%
Carter Observatory	87%	90%	92%
Colonial Cottage Museum	55%	57%	60%
Cricket Museum	55%	57%	60%

Table 6 Non Council Revenue (excludes Carter Observatory)

Non Council Revenue	2011-12	2012-13	2013-14
City Gallery Wellington	12%	20%	20%
Museums Wellington ⁹	23%	28%	29%
Capital E	51%	54%	54%
Wellington Museums Trust	21%	22%	22%

Table 7 Efficiency (Council subsidy per visit excluding Carter Observatory)

Subsidy per Visit	2011-12	2012-13	2013-14
City Gallery Wellington	\$14.64	\$19.83	\$19.31
Museums Wellington	\$5.57	\$5.17	\$5.08
Capital E	\$10.30	\$6.23	\$7.31
Wellington Museums Trust	\$13.72	\$14.24	\$14.64

Spend per Visit	2011-12	2012-13	2013-14
City Gallery Wellington	\$2.08	\$4.84	\$4.88
Museums Wellington	\$1.63	\$2.05	\$2.06
Capital E	\$10.71	\$7.16	\$8.40
Wellington Museums Trust	\$3.63	\$4.08	\$4.24

Table 8 Carter Observatory

	2011-12	2012-13	2013-14
Non Council Revenue	74%	78%	79%
Efficiency	\$5.74	\$5.21	\$4.94
Spend per visit	\$14.02	\$13.76	\$13.63

⁹ Museums Wellington includes the Museum of Wellington City & Sea, the Cable Car Museum and the Colonial Cottage Museum. Direct resources and overheads are shared across all institutions and revenue and subsidy per visit is aggregated.

APPENDIX 5 Risk Profile

No.	Areas at risk	Risk Identification	Prob.	Impact	Risk value	\$ value	Risk Management	Owner
1	Financial H& S Operational Visitation Collections	Natural Disaster (Earthquake/tsunami) causing destruction and infrastructure failure.	-2	7	5		<ul style="list-style-type: none"> Emergency preparedness reviewed annually. Disaster recovery plan in place for operation including collections. Insurance cover for loss or damage to collections and property and for business Interruption in place.¹⁰ 	CEO
2	Financial / Going concern Operational Visitation Collections Reputation	Maintaining Council funding at current level	-1	6	5	\$5.5 M	<ul style="list-style-type: none"> Relationship management Alignment with Council vision for Wellington Compliance with accountability requirements No surprises policy Meet expectations 	CEO / Trustees
3	Financial H& S Operational Collections Lender confidence Reputation	Environmental conditions within City Gallery do not meet generally accepted international standards for conditions in which to display art works	-1	6	5		<ul style="list-style-type: none"> Replace HVAC Council (Landlord) responsibility. Prepare remedial insulation work in consultation with Council. Monitoring and recording conditions. Relationship management. 	CEO/ Director City Gallery Wellington
4	Financial H& S Operational Collections Lender confidence Reputation	Environmental conditions within collections store	0	5	5	\$2.13 M	<ul style="list-style-type: none"> Collections Policy and procedures in place and are followed. Stabilize items through storage systems. Relocate collections. Remove most vulnerable items if relocation delayed. 	CEO/ Director Museums Wellington

¹⁰ Business Interruption insurance cover is in place for Wellington based activities which generate revenue. E.g., through admissions and retail.

No.	Areas at risk	Risk Identification	Prob.	Impact	Risk value	\$ value	Risk Management	Owner
5	Financial Operational Visitation Collections Reputation	Attraction and retention of key staff	-1	5	4		<ul style="list-style-type: none"> Succession planning. Staff development. Remuneration strategy. 	CEO / Trustees
6	Financial H& S Operational Visitation Collections Lender confidence	Flood	-1	5	4		<ul style="list-style-type: none"> Emergency procedures in place for people and collections. Disaster recover plan in place for operation including collections. Insurance cover in place for loss or damage to collections and property and for business Interruption. 	CEO
7	Financial H& S Operational Visitation Collections	Influenza Epidemic/Pandemic	-1	5	4		<ul style="list-style-type: none"> Epidemic/Pandemic preparedness plan in place. Staff training. Manager/supervisor/staff awareness of symptoms. Free flu shots offered to staff. 	CEO
8	Financial Operational Reputation	Loss of Council confidence	-3	6	3		<ul style="list-style-type: none"> Relationship management. Compliance with accountability requirements. No surprises policy. Meet expectations. 	Trustees/CEO
9	Financial Operational Visitation Stakeholder confidence	Visitation significantly declines	-2	5	3		<ul style="list-style-type: none"> Audience and market research. Programme design. Effective marketing and promotion. Relationship management. 	Directors
10	Financial Operational Stakeholder confidence	Commercial revenues not achieved (Admissions, retail, venue hire and fundraising)	-1	4	3	\$2 M	<ul style="list-style-type: none"> Realistic budgeting based on actual performance and operating environment. Monthly/weekly/daily/ tracking as appropriate. Early advice of potential failure. Weekly or monthly reporting on areas underperforming. Contingencies for fundraising. 	CEO/ Directors/ Commercial Manager/ Finance Manager
11	Financial Operational Visitation Collections	IT and utilities infrastructure loss and failure	-1	4	3		<ul style="list-style-type: none"> System back-up. Ongoing upgrade. Preventative maintenance. 	Finance Manager

No.	Areas at risk	Risk Identification	Prob.	Impact	Risk value	\$ value	Risk Management	Owner
12	Financial H& S Operational Visitation Collections Lender confidence Reputation	Security breach/damage to collections on display	-3	6	3		<ul style="list-style-type: none"> ▪ Display strategies minimise risk. ▪ CCTV monitoring. ▪ Staff monitoring/awareness. ▪ Visible security presence at City Gallery and elsewhere as required. ▪ Staff training on how to deal with potential or real threat. ▪ Insurance cover in place for loss or damage to collections and property. 	CEO/ Directors / Commercial Manager
13	Financial Operational Visitation Reputation	LEOTC funding reduced or withdrawn	-1	4	3	\$229,000	<ul style="list-style-type: none"> ▪ Meet accountability requirements of existing contract. ▪ Achieve KPIs. ▪ Manage relationship. 	Directors
14	Financial Operational Visitation Reputation	Creative NZ funding reduced or withdrawn	-2	5	3	\$391,000	<ul style="list-style-type: none"> ▪ Meet accountability requirements of existing contract. ▪ Achieve KPIs. ▪ Manage relationship. 	Director Capital E
15	Financial H& S Operational Visitation Public/ stakeholder confidence Reputation	Significant site incident causing serious harm or death of staff member or visitor	-2	5	3		<ul style="list-style-type: none"> ▪ Annual H&S audits of all sites. ▪ Staff training including first-aid. ▪ Emergency response procedures in place and understood by staff. ▪ Public Liability and Employers Liability insurance in place. 	CEO

No.	Areas at risk	Risk Identification	Prob.	Impact	Risk value	\$ value	Risk Management	Owner
16	Financial H& S Operational Visitation Collections Lender confidence	Fire	-3	5	2		<ul style="list-style-type: none"> ▪ All buildings and sites are code compliant through building WoF (sprinkler systems in all buildings, VESDA system in Gallery) ▪ Emergency procedures in place for people and collections. ▪ Disaster recover plan in place for operation including collections. ▪ Insurance cover in place for loss or damage to collections and property and for business Interruption. 	CEO
17	Financial Operational Visitation Stakeholder confidence	Policy and/or procedural failure leading to legal action	-3	4	1		<ul style="list-style-type: none"> ▪ Relevant legislation identified ▪ Policies and procedures align with legislation ▪ Policies and procedures reviewed at least every 3 years or with changes to legislation. ▪ Delegations (financial and HR understood and followed) 	CEO
18	Financial Operational Reputation Fundraising	Staff fraud	-3	4	1		<ul style="list-style-type: none"> ▪ Policy and procedures covering delegations, signatories, cash handling, sensitive expenditure. ▪ Staff training/awareness. ▪ Code of Conduct. ▪ Audit. ▪ Fidelity Guarantee insurance cover. 	CEO / Finance Manager
19	Financial Operational	Impairment of value due to damage or slow moving inventory	-3	4	1		<ul style="list-style-type: none"> ▪ Inventory managed / reviewed at least annually. 	Finance Manager
20	Financial Operational	Legislative compliance	-3	4	1		<ul style="list-style-type: none"> ▪ All relevant legislation identified. ▪ Key compliance areas identified. ▪ Internal policies and procedures align with legislation. ▪ Legislation list reviewed annually. 	CEO / Finance Manager

Score	Probability that the event will occur
1	Almost certain to occur and / or could occur frequently
0	Likely to occur and / or could occur more than once
-1	Could occur and / or could occur at least once
-2	Unlikely to occur and / or might occur once
-3	Almost certain that it will not occur

Score	Level of impact if the event occurs
7	Catastrophic Damage value greater than 50% and / or Major delay to output delivery and / or Major impact on this and other business opportunities
6	High Impact Damage value between 20% and 50% and / or Significant delay to project completion and / or Significant impact on this and other business opportunities
5	Major Impact Damage value between 5% and 20% and / or Completion or delivery affected and / or Some impact on this and other business opportunities
4	Minor Impact Damage value less than 5% and / or Completion or delivery not affected but an aspect may be affected / or The business opportunities could be impacted
3	Negligible Damage value covered by contingency and any delays are barely noticeable Business unaffected
2	Minimal

Directory

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Paula Savage, Director

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Capital E

Stuart Grant, Director

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Carter Observatory

Dr Sarah Rusholme, Director

Botanic Gardens
PO Box 2909, Wellington
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www.carterobservatory.org.nz

Museums Wellington

Brett Mason, Director

Museum of Wellington City & Sea (Museum of Wellington)

Queens Wharf
PO Box 893, Wellington
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E: museumofwellington@wmt.org.nz
www.museumofwellington.co.nz

Wellington Cable Car Museum

1 Upland Road
PO Box 893, Wellington
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E: cablecar@wmt.org.nz
www.cablecarmuseum.co.nz

Colonial Cottage Museum

68 Nairn Street
PO Box 893, Wellington
P: 384 9122, F: 384 9202
E: colonialcottage@wmt.org.nz
www.colonialcottagemuseum.co.nz

Plimmer's Ark Galleries

Queens Wharf (recovered timbers)
Old Bank Arcade (timbers in situ)

New Zealand Cricket Museum

David Mealing, Manager
The Old Grandstand, Basin Reserve
PO Box 578
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