

APPENDIX 4

WELLINGTON MUSEUMS TRUST

Q3 REVIEW TO 31 MARCH 2014

QUARTER IN REVIEW
The fit-out of Capital E was completed and the facility opened on Wellington Anniversary Weekend (18 – 20 January) and the digital studios open for first classes on 13 March 2014.
Scavenger Hunt on 25 January attracted 2,700 participants.
Simon Starling: In Speculum opened to the public at City Gallery on 20 February.
Dr Who – 50 Years of Adventures in Time & Space opened on 21 February.
Carter Observatory's Valentine's Day event was a sell out for two sessions with a long waiting list and received great feedback.
The Museum of Wellington City & Sea's Children's Day puppet shows and making sessions were popular with attendance over 140 and many requests for future performances.
The Colonial Cottage Museum's Music at Home series brought 104 visitors to the Colonial Cottage across three nights – compared with last year's 31 visitors for the same event.

YEAR TO DATE PERFORMANCE
YTD visitation to the Trust's facilities of 445,611 is 15,781 ahead of target.
<ul style="list-style-type: none"> - Cable Car Museum made a strong Q2 recovery on the Q1 performance which was impacted by the redevelopment of the cable car terminus building. The Q2 performance was improved further in Q3 with visitors significantly (17,152 or 29%) ahead of the Q3 forecast. Overall, the Cable Car Museum is now ahead of its YTD target. - Q3 visitation at Museum of Wellington City & Sea was 11,476 (or 44%) ahead of budget for the third quarter and City Gallery had a good quarter with 4,069 more visitors than target. This result placed the City Gallery just above its YTD target to 31 March 2014 while Wellington Museum of City & Sea is comfortably ahead of its YTD visitation target. - Carter Observatory continues to struggle to meet its visitation targets. - A good level of Q3 visitation to Capital E (6,125 above Q3 target) has seen this facility recover from a very weak Q1. However, despite the improved recent performance the YTD visitation to 31 March 2014 was 3,647 behind target.

SUMMARY FINANCIALS							
FINANCIAL PERFORMANCE	Q3 Budget	Q3 Actual	Variance	YTD Budget	YTD Actual	Variance	FY Budget
(\$000)	31 Mar 14	31 Mar 14	31 Mar 14	31 Mar 14	31 Mar 14	31 Mar 14	30 Jun 14
Total Revenue	2,697	2,816	119	8,091	7,844	-247	10,796
Operating Expenses	(2,700)	(2,647)	53	(8,100)	(7,529)	571	(10,797)
Adjustments (rounding)	(3)	(1)	2	--	--	--	(1)
Net Surplus (incl. adjustments)	0	170	170	(9)	315	324	0
FINANCIAL POSITION							
Total Assets	6,223	7,383	1,160				4,602
Total Liabilities	2,670	3,085	415				1,048
Equity	3,553	4,298	745				3,553
CASH FLOWS							
Total Net Cash Flows (rounded)	1,781	1,291	-490	1,780	1,997	217	60
Opening Cash	26	731	705	25	25		32
Adjustments (rounding)	4		4	6		-6	
Closing Cash	1,811	2,022	211	1,811	2,022	211	92
<p>Q3 revenue was \$119k above budget and operating expenses \$53k below budget. Although YTD revenue is below budget by \$247k the net surplus at quarter end was \$315k compared to a forecast loss of \$9k – a positive variance of \$324k.</p> <p>In the balance sheet, total assets are \$1.16m higher than forecast due largely to the higher level of cash on hand (\$198k above forecast) plus trade receivables were \$622k higher than forecast. Fixed assets were \$264k above budget due to purchases of \$105k during Q3 and conservative forecasting at the time of the 2013/14 SOI. On the liabilities side, the Trust's trade payables were \$264k over budget as a result of timing differences between actual and budget.</p> <p>YTD net cash flows were \$217k above budget and the Trust held \$2.0m cash on hand at quarter end, which was \$211k above forecast.</p>							

CONTACT OFFICER - WARWICK HAYES

APPENDIX 4

KPI DASHBOARD

✓ Achieved ✗ Not Achieved. The 3 Year Trend = year on year actual/nominal performance → Steady ↗ Improving ↘ Declining

The table contains a selection of KPIs and is not a complete list.

MEASURE		Q3	YTD	3 Year	
		31 Mar 14	31 Mar 14	Trend	Comments
Council subsidy per visit	Actual	\$13.24 ✓	n/a	↘	This trend is negative due to Council's subsidy per visit increasing over the 3 years to FYE2013 – a function of steady visitors and increased operating grants.
	Target	\$14.34	n/a		
Average spend per visit	Actual	\$2.46 ✗	n/a	↗	Q3 performance below target. The average spend per visitor has been increasing over the past 3 years (from \$2.41 FYE2011 to \$2.92 FYE2013).
	Target	\$2.99	n/a		
Non-council revenue	Actual	\$1,394k	\$2,575k	→	The trend is steady on the basis of modest nominal growth since FYE2011 but static performance relative to total revenue (circa 30%).
	Target	n/a	n/a		
Total visits	Actual	184,995 ✓	445,611 ✓	→	Q3 was strong and the Trust is tracking comfortably ahead of its target. Total visits on FYE2011 were 653,344 and in FYE2013 649,021 – trend stable.
	Target	148,856	429,893		
Cable Car	Actual	77,139 ✓	108,356 ✓	→	Tracking ahead of YTD target despite a poor Q1 due to the terminus construction. Both Q2 & Q3 exceeded targets likely to exceed its full year target.
	Target	59,987	170,486		
City Gallery	Actual	39,819 ✓	108,356 ✓	↗	A good performance in Q3 has lifted City Gallery to achieve its Q3 and YTD targets. The 3 year trend is positive.
	Target	35,750	107,250		
Capital E	Actual	19,125 ✓	35,353 ✗	↘	Q3 visitation was strong, albeit Capital E is still just below its YTD target. The trend is negative due to earthquake issues and reduced capacity.
	Target	13,000	39,000		
MoW City & Sea	Actual	37,326 ✓	87,850 ✓	→	Q3 was well above target and the facility is ahead of YTD target. The trend is one of modest growth and overall stable performance.
	Target	25,850	72,850		
Carter	Actual	10,231 ✗	31,464 ✗	→	The visitation trend was upward from 46,124 FYE2011 to 48,820 FYE2013. However current visitation is below target.
	Target	13,750	38,750		

With the exception of Carter Observatory that did not meet its Q3 visitation target (and remains behind YTD), the Trust's other main facilities all met Q3 targets. YTD performance by facility is also ahead of target in most cases or expected to meet target by year end (in the case of Capital E). Carter Observatory continues to struggle to meet its visitation targets and is subject to a strategic review of its business model in an effort to identify how this facility is best managed over the medium term.

The average spend per visitor at Capital E was down from \$6.15 in Q2 to \$3.66 in Q3 against the annual KPI target of \$9.40 for this facility. Capital E has led the overall reduction in average spend per visitor at the Trust from \$2.64 in Q2 to \$2.46 in Q3 versus the KPI target of \$2.99 per visitor.

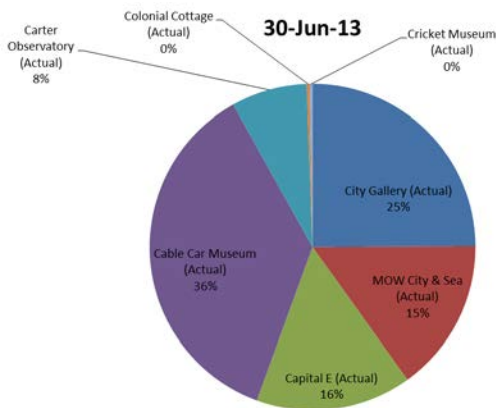
ISSUES & OUTLOOK

The Trust is currently forecasting to reach break-even in FYE2014 excluding Carter where a small operating deficit is expected. It is anticipated that the Trust will call upon the cash underwrite for Carter's operational funding deficit at 30 June.

EFFECTIVENESS INDICATORS

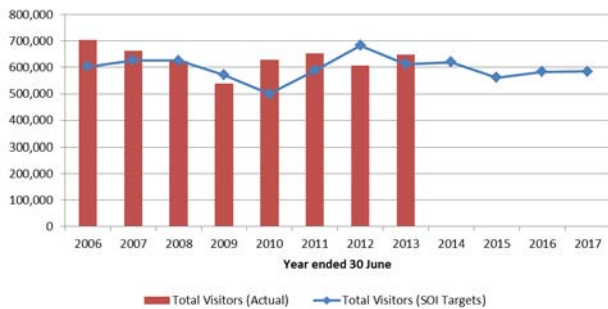
The Trust operates the following facilities; City Gallery Wellington, Capital E, Carter Observatory, Museum of Wellington City & Sea, Cable Car Museum, Colonial Cottage Museum and the New Zealand Cricket Museum (jointly with the New Zealand Cricket Museum Trust).

EFFECTIVENESS 30 JUNE	2009	2010	2011	2012	2013
Total Visitors	538,950	629,697	653,344	607,613	649,021
Operating & Rental Grants (\$000)	\$6,272	\$6,835	\$7,731	\$7,933	\$8,220
Operating & Rental Grant / Visitor	\$11.64	\$10.85	\$11.83	\$13.06	\$12.66
Other Grants & Donations / Visitor	\$1.28	\$1.11	\$1.61	\$1.62	\$1.48
Average Spend / Visitor	\$1.79	\$2.11	\$2.41	\$2.36	\$2.92



4 of the Trust's 7 facilities represent over 90% of its total visitor numbers.

Visitation



The long-run total visitation at the Trusts facilities is forecast to be relatively stable.



Statement of Intent 2013-14
Strategic Plan 2013-14 and 2014-15
Report as at 31 March 2014 (Q3)

2013-14 Key Performance Indicators (KPI)

KPI – Physical Visitation: the total number of visits to institutions including general public, education and function attendees. (The KPI will be met if the result is within the range of +/- 5% of the target.)

Visitor Numbers	30-Sep-13		31-Dec-13		31-Mar-14		30-Jun-14		Annual Target
	Target	Result	Target	Result	Target	Result	Target	Result	
City Gallery Wellington	35,750	34,213	35,750	34,324	35,750	39,819	35,750		143,000
Museum of Wellington City & Sea	21,150	20,341	25,850	30,183	25,850	37,326	21,150		94,000
Capital E	13,000	3,696	13,000	12,532	13,000	19,125	13,000		52,000
Cable Car Museum	50,512	35,853	59,987	67,840	59,987	77,139	50,512		220,998
Carter Observatory	11,250	10,009	13,750	11,224	13,750	10,231	11,250		50,000
Colonial Cottage Museum	519	22	519	379	519	1,355	518		2,075
Total	132,181	104,134	148,856	156,482	148,856	184,995	132,180		562,073

KPI – Virtual Visitation: unique user visits to institutional web/mobile sites.

Visitor Numbers	30-Sep-13		31-Dec-13		31-Mar-14		30-Jun-14		Annual Target
	Target	Result	Target	Result	Target	Result	Target	Result	
City Gallery Wellington	24,000	25,937	24,000	13,205	24,000	13,961	24,000		96,000
Museums Wellington (<i>excl. Carter Observatory</i>)	7,500	9,752	7,500	14,687	7,500	7,480	7,500		30,000
Capital E	10,000	6,844	10,000	6,653	10,000	8,902	10,000		40,000
Carter Observatory	9,500	13,483	9,500	10,295	9,500	10,142	9,500		38,000
Total	51,000	56,016	51,000	44,840	51,000	40,485	51,000		204,000

KPI – Social Media Profile, annual target: a snapshot of Facebook friends and Twitter followers, *excl.* Capital E.

Visitor Numbers	2013-14 Target	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14
City Gallery Wellington	10,000	15,344	15,861	16,168	
Museums Wellington (<i>excl. Carter Observatory</i>)	825	1,671	2,117	2,775	
Carter Observatory	3,150	4,442	4,754	4,995	
Total	13,975	21,457	22,732	23,938	

KPI – Quality of Physical Visit: calculated from visitor feedback on their comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.

Quality of the Visitor Experience	2013-14 Target	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14
City Gallery Wellington	90%	93%	90%	86%	
Museum of Wellington City & Sea	90%	94%	94%	97%	
Capital E	90%	94%	98%	97%	
Cable Car Museum	90%	76%	79%	85%	
Carter Observatory	90%	89%	87%	**	
Colonial Cottage Museum	90%	n/a*	n/a*	n/a*	
Average	90%	89%	90%	91%	

* Please note that this information is only gathered annually for the Colonial Cottage Museum.

** Information not available due to a change in reporting methods.

KPI – Repeat Visitation: counts the number of visitors who have visited the institution at least once before in the previous twelve months.

Repeat Visitation	2013-14 Target	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14
City Gallery Wellington	25%	90%	85%	68%	
Museum of Wellington City & Sea	25%	37%	26%	26%	
Capital E	40%	61%	39%	60%	
Cable Car Museum	25%	33%	26%	25%	
Carter Observatory	17%	33%	28%	**	
Average	26%	51%	41%	45%	

** Information not available due to a change in reporting methods.

KPI – Residents’ Awareness (Annual Survey): the number of Wellingtonians who know about our institutions as assessed through the annual residents’ survey conducted by Council.

Residents’ Awareness	2013-14 Target	30-Jun-14
City Gallery Wellington	90%	
Museum of Wellington City & Sea	92%	
Capital E	87%	
Cable Car Museum	92%	
Carter Observatory	90%	
Colonial Cottage Museum	57%	
Average	85%	

KPI – Non Council Revenue: LEOTC, CNZ, fundraising, admissions, retail and venue hire.

Non Council Revenue	2013-14 Target	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14
City Gallery Wellington	374,000	72,127	102,838	226,856	
Museums Wellington (<i>excl. Carter Observatory</i>)	590,000	130,693	149,485	451,110	
Capital E	994,000	185,352	175,176	207,269	
Carter Observatory	612,000	137,380	119,548	219,667	
Wellington Museums Trust	216,000	37,765	70,415	133,411	
Total	2,786,000	563,317	617,463	1,394,020	

KPI – Subsidy per Visit: calculated by dividing the Council grant by the number of visits per year (calculation is based on physical visitation numbers and excludes the \$50,000 for Capital E Festival).

Subsidy per Visit	2013-14 Target	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14
City Gallery Wellington	\$16.57	\$14.65	\$14.52	\$14.36	
Museums Wellington (<i>excl. Carter Observatory</i>)	\$6.21	\$7.47	\$5.22	\$4.25	
Capital E	\$29.83	\$80.79	\$32.08	\$22.91	
Carter Observatory	\$7.06	\$7.49	\$6.47	\$6.75	
Average	\$14.25	\$14.81	\$14.77	\$13.24	

KPI – Spend per Visit: calculated by dividing admissions revenue and the net revenue from retail/venue hire by the number of visits (calculation is based on physical visitation numbers).

Spend per Visit	2013-14 Target	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14
City Gallery Wellington	\$0.94	\$0.76	\$0.66	\$0.56	
Museums Wellington (<i>excl. Carter Observatory</i>)	\$1.55	\$1.66	\$1.84	\$1.94	
Capital E	\$9.40	\$5.81	\$6.15	\$3.66	
Carter Observatory	\$11.27	\$11.02	\$8.87	\$9.11	
Average	\$2.99	\$2.41	\$2.64	\$2.46	

KPI Definitions

- **Physical Visitation:** the total number of visits to institutions including general public, education and function attendees.
- **Virtual visitation:** unique user visits to institutional web/mobile sites.
- **Social media profile:** a snapshot of Facebook friends and Twitter followers¹.
- **Quality of visit:** visitor feedback on their comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.
- **Repeat visitation:** the number of visitors who have visited the institution at least once before in the previous twelve months.
- **City residents' awareness:** the number of Wellingtonians who know about our institutions as assessed through the annual residents' survey conducted by Council.
- **Collections:** the percentage of assessed progress towards aligning collections in our care with the Collections Policy.
- **Non-Council revenue:** (LEOTC, CNZ, fundraising, admissions, retail and venue hire).
- **Subsidy per visit:** calculated by dividing the Council grant by the number of visits per year.
- **Spend per visit:** calculated by dividing admissions/retail/venue hire revenue by the number of visits.

¹ Capital E will not report on this KPI as its primary audience is excluded from using social media channels such as Facebook
SOI/Strategic Plan Q3 Report to 31 March 2014

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2014	By	Responsibility
Visitor Experience				
<i>Access</i>				
<ul style="list-style-type: none"> Implement regular accessibility audits at each Trust facility on a three-year rolling basis 	To reduce and eliminate social and physical barriers in Trust facilities, services and programmes consistently with available resources and Council's Accessibility Action Plan.	<ul style="list-style-type: none"> First staff access training session held. Consultation with deaf community for NZSL introductions to institutions begun. 	30.06.14	Sarah Rusholme
<i>Quality Experiences and Participation</i>				
<ul style="list-style-type: none"> Establish regular dialogue with Council's Arts and Culture team to ensure alignment with Council strategy and evaluate opportunities to work together to advance the strategy. 	To provide the best and boldest arts, culture, heritage and science experiences, and opportunities to participate.	<ul style="list-style-type: none"> Process under discussion with relevant Council Officer. 	30.06.14	Pat Stuart
<i>Learning</i>				
<ul style="list-style-type: none"> Ensure the Trust is well-positioned to optimize Ministry of Education Learning Experiences Outside the Classroom support for our education programmes as the policy underpinning this funding stream changes. Work with partners to execute the strategic plan for the next phase of Wellington: Education Destination, as agreed with, and funded by, Council. 	To develop and deliver innovative and engaging learning experiences that contribute to Wellington's standing as an education destination.	<ul style="list-style-type: none"> Confirmation of variations to all Trust LEOTC contracts underway extending them to 2015 (arts), 2016 (social science) and 2017 (science). The Trust leads the Project 2015 group of representatives of nationally-significant institutions. Concept mapping possible pilot programmes. Market research on teachers commissioned. 	30.06.14	Sarah Rusholme
<i>City Gallery Visitation</i>				
<ul style="list-style-type: none"> Develop and introduce a three-year rolling exhibition strategy at City Gallery. 	To reverse the trend of declining visitation at City Gallery.	<ul style="list-style-type: none"> The Gallery is making good progress to develop its three-year exhibition plan. A number of steps have already been taken including: staggered exhibition changes; reviewing the programme content with a view to potential for branded product; and the introduction of a guest curator series for the Deane gallery space to reinvigorate this area of the programme. The forward programme direction and content has progressed since the arrival in January 2014 the Chief Curator. Travel undertaken by the Director and curatorial team during the first quarter of 2013-14 to international biennales will help inform future programming. 	30.06.14	Elizabeth Caldwell

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2014	By	Responsibility
<i>Museum of Wellington City & Sea Redevelopment</i>				
<ul style="list-style-type: none"> Commence Stage 2 of the development of the Museum of Wellington City & Sea in 2014 subject to fundraising and fully-funded depreciation targets being achieved. 	To develop and implement a visitor experience redevelopment plan for the Museum of Wellington City & Sea.	<ul style="list-style-type: none"> Phase 1 on track, ready to go to resource consent. Consultants contracted for Phase 1. Lottery funding in place, further fundraising plan in place, with first event planned for June. 	30.06.14	Brett Mason
<i>Capital E</i>				
<ul style="list-style-type: none"> Develop a new business case and operating model for the delivery of products and visitor experiences to children and young people which is supported by Council. 	To ensure that Capital E's delivery model and accommodation facilitate its concept and core offering.	<ul style="list-style-type: none"> Business plan has been drafted to present case for post-opening delivery. Development process incorporates opportunity for children & young people's participation and feedback. Completed spaces meet requirements for delivery of Digital programmes. Hannah Playhouse has been secured for 2014 seasons of Live Performance by Capital E National Theatre for Children. 	30.06.14	Stuart Grant
<ul style="list-style-type: none"> Complete move to interim accommodation for Capital E by 30 September 2013. 		<ul style="list-style-type: none"> Stage one of the Queens Wharf interim fit out is complete. Offices are relocated and digital studio spaces are in operation. Story Inc has been retained to design the stage two fit out following the closure of Dr Who. Target opening date for 4 Queens Wharf is 5 July 2014. 	30.06.14	Stuart Grant
<i>Digital Engagement</i>				
<ul style="list-style-type: none"> Continue to refine the Trust's digital engagement strategy. 	To showcase Wellington's digital strengths through the effective use of information technology, particularly in the delivery of visitor experiences and the engagement of visitors within our facilities or online.	<ul style="list-style-type: none"> This will be considered as part of the feedback from the review of provision for Children and Young People. 	30.06.14	Sarah Rusholme
<ul style="list-style-type: none"> Continue to explore and, where possible and affordable, implement digital access within Trust facilities. 		<ul style="list-style-type: none"> 	30.06.14	Sarah Rusholme
<i>Events</i>				
<ul style="list-style-type: none"> Explore collaborative exhibition and public programme opportunities with sector partners which are designed to attract domestic and international visitors to Wellington. 	Explore opportunities to develop or bring to Wellington niche arts events such as major exhibitions that help to define Wellington's competitive advantage.	<ul style="list-style-type: none"> Major focus is Matariki. 	30.06.14	Pat Stuart

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2014	By	Responsibility
Heritage Collections				
<ul style="list-style-type: none"> ▪ Complete the review of the Carter Observatory collection and relocate relevant items to the collection store. 	To manage heritage collections in line with the Collections Policy, including housing them in appropriate storage.	<ul style="list-style-type: none"> ▪ Finalising value of collection, otherwise on track. 	30.06.14	Brett Mason
<ul style="list-style-type: none"> ▪ Upgrade the interpretation of the Plimmer's Ark relic in situ at the Old Bank Arcade and revise the conservation programme to address the leakage of Polyethylene Glycol (PEG). 		<ul style="list-style-type: none"> ▪ Conservator has resigned for personal reasons, looking to engage a new one by end of May. 	30.06.14	Brett Mason
<ul style="list-style-type: none"> ▪ Develop and implement a conservation treatment programme for the recovered Plimmer's Ark stern timbers following testing and expert analysis. 		<ul style="list-style-type: none"> ▪ As above. 	30.06.14	Brett Mason
<ul style="list-style-type: none"> ▪ Dispose of all other Plimmer's Ark recovered timbers as agreed with Council in 2009. 		<ul style="list-style-type: none"> ▪ Awaiting response from Wellington Sculpture Trust. 	30.06.14	Brett Mason

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2014	By	Responsibility
Organisation Effectiveness				
<i>The Trust's Budget</i>				
<ul style="list-style-type: none"> ▪ Budget is achieved. 	To ensure that the Trust's budget is break-even, that the Trust financially performs to budget and that depreciation is fully funded.	<ul style="list-style-type: none"> ▪ The Trust excluding Carter continues to project a break-even budget. See the Q3 Finance Report for detail. 	30.06.14	Finance Manager
<ul style="list-style-type: none"> ▪ Continue to press Council for recognition of the impact of fixed cost increases on our ability to meet performance expectations including achieving break-even and fully funding depreciation. 		<ul style="list-style-type: none"> ▪ Small funding increase achieved for 2014-15. ▪ Consideration is being given to a Long-term plan review submission. 	30.06.14	Finance Manager
<i>Carter Observatory</i>				
<ul style="list-style-type: none"> ▪ Budget is achieved. 	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"> ▪ Carter is projecting a loss of around \$90,000 due to failure to achieve admission revenue target. ▪ New business model is in development. 	30.06.14	Brett Mason

Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2014	By	Responsibility
<i>Non-Council Revenue</i>				
<ul style="list-style-type: none"> ▪ Work with Council regarding capital investment for commercial developments. 	<p>To continue to develop the Trust's revenue generation, and to minimise risk to non-Council revenue streams.</p>	<ul style="list-style-type: none"> ▪ CAPX proposals submitted in September 2013 and revised plan will be resubmitted for Long-term plan review. Museum Development and City Gallery foyer development have been given high priority in SOI. 	30.06.14	Pat Stuart
<ul style="list-style-type: none"> ▪ Implement strategies to increase: <ul style="list-style-type: none"> ○ entry donations; ○ personal giving; and ○ support to major project fundraising for upcoming capital developments. 		<ul style="list-style-type: none"> ▪ Donations <ul style="list-style-type: none"> ○ Host engagement with visitors and placement of donation boxes is critical to increasing donations. ○ MoW has significantly increased entry donation due to better location of donation box and staff engagement. ○ City Gallery's entrance limits opportunity to channel visitors past the donation box. ○ Focus at CCM is on retail; Carter and Col Cot are charged experiences. ○ A donation box has been part of the Dr Who exhibition. ▪ Personal Giving – various approaches are being investigated. ▪ Fundraising strategy for Museum Development is well advanced. 	30.06.14	Pat Stuart
<i>Economic Development</i>				
<ul style="list-style-type: none"> ▪ Work with regional partners to support development of an economic and cultural impact tool, suitable for benchmarking the effect of organisations like the Trust on Wellington. 	<p>To contribute to Wellington's economic development through our programmes and promotional activities.</p>	<ul style="list-style-type: none"> ▪ On agenda of Regional Museums group and also Arts Wellington. ▪ Executive Team gathering various examples for consideration. ▪ Discussion with Council Officers to ensure our approach is aligned with and helpful to Council. 	30.06.14	Pat Stuart
<ul style="list-style-type: none"> ▪ Work with PWT, Grow Wellington and other city organisations to optimise the contribution that visitor attractions and sites, such as the Cable Car Precinct, make to Wellington's economic success and profile including seeking opportunities to support the Destination Wellington strategy. 		<ul style="list-style-type: none"> ▪ Way-finding/marketing strategy has been developed by PWT for consultation. We have only just received this. 	30.06.14	Pat Stuart

<i>Staff Development and Retention</i>				
Strategic Plan Action	SOI Strategic Priority	Progress as at 31 March 2014	By	Responsibility
<i>Staff Development and Retention</i>				
<ul style="list-style-type: none"> Complete internal review of key factors influencing staff-turnover. Implement strategies to reduce any avoidable negative influences on staff retention. 	To ensure that we are able to attract, retain and develop staff to achieve our vision.	<ul style="list-style-type: none"> Data collected so far will be analysed for review in July by PPP Committee. Strategies will be developed following review of data. 	30.06.14	Pat Stuart
<i>Environmental Sustainability</i>				
<ul style="list-style-type: none"> Progress sector-wide discussion on environmental standards in museums and galleries. Work with Council to resolve building and plant issues particularly those that will have a positive impact on the visitor experience, economic efficiency and environmental impact. 	To operate in an environmentally sustainable way by ensuring that all aspects of our business have the least harmful effect on the environment, within Trust operating parameters.	<ul style="list-style-type: none"> Trust Buildings Manager and City Gallery Exhibitions Manager are in discussion with the Energy Manager, Property at the Council about the potential for the Gallery to be part of an energy pilot project Trust Buildings Manager has set up monthly meetings with Council's Property Managers to monitor and resolve building and plant issues. 	30.06.14	TBC
<i>Communications, Stakeholder Engagement and Transparency</i>				
<ul style="list-style-type: none"> Enhance transparency by providing an opportunity for the public to engage with our planning and reporting processes. Develop a corporate communications strategy for the Trust highlighting its social and economic impact, diversity and sector leadership. 	To develop the Trust's public profile and to enhance transparency.	<ul style="list-style-type: none"> Public meeting held for review of 2012-13 Annual Report and a further occasion will be considered for the 2013-14 Annual Report. Communication strategy based on our future plans is being considered. Update of Trust website is a priority but stalled due to the pressure of other work. 	30.06.14	Pat Stuart
<i>New Zealand Cricket Museum</i>				
<ul style="list-style-type: none"> Provide advice and assistance where required in developing future options for the development of the New Zealand Cricket Museum. 	To meet our obligations under the New Zealand Cricket Museum/Wellington Museums Trust Memorandum of Understanding.	<ul style="list-style-type: none"> Obligations are being met. 	30.06.14	Finance Manager

Actual 30-Jun-13	STATEMENT OF FINANCIAL PERFORMANCE		Actual Qtr to 30-Sep-13	Budget Qtr to 30-Sep-13	Actual Qtr to 31-Dec-13	Budget Qtr to 31-Dec-13	Actual Qtr to 31-Mar-14	Actual YTD to 31-Mar-14	Budget Qtr to 31-Mar-14	Budget Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
Revenue													
2,226	Trading Income		282	420	536	420	419	1,237	420	420	1,678	1,708	1739
6,451	Council Operating Grant		1,560	1,560	1,548	1,560	1,560	4,668	1,560	1,560	6,241	6,241	6,241
1,769	Council Rental Grant		335	442	406	442	442	1,183	442	442	1,769	1,769	1,769
405	Cultural Grants		194	179	7	179	94	295	179	179	714	714	714
558	Other Grants, Sponsorships and Donations		40	58	19	58	263	322	58	58	230	230	230
78	Investment Income		17	16	24	16	8	49	16	16	65	65	65
194	Other Income		31	25	28	25	29	88	25	25	98	99	99
11,681	Total Revenue		2,459	2,700	2,568	2,700	2,816	7,843	2,700	2,700	10,795	10,826	10,857
Expenditure													
4,660	Employee Costs		1,156	1,199	1,115	1,199	1,080	3,351	1,199	1,199	4,797	4,893	4,991
1,769	Council Rent		335	442	378	442	291	1,004	442	442	1,769	1,769	1,769
2,266	Exhibitions & Programmes		156	271	363	271	419	938	271	271	1,082	1,093	1,104
606	Marketing & Promotions		74	75	49	75	97	220	75	75	300	303	306
903	Occupancy Costs (excluding rent)		210	228	259	228	148	617	228	228	910	920	928
254	Communication Costs		38	40	38	40	14	90	40	40	158	160	162
105	Trustee Fees & Expenses		30	27	24	27	2	56	27	27	108	109	110
249	Technology Costs		67	56	34	56	60	161	56	56	225	227	229
169	Professional Fees		1	1	2	1	23	26	1	1	5	5	5
279	Administration Expenses		327	259	36	259	392	755	259	259	1,035	1,095	1,156
37	Other Operating Expenses		8	8	8	8	23	39	8	8	30	30	31
377	Depreciation		89	94	85	94	98	272	94	94	376	384	392
0	Interest		0	0	0	0	0	0	0	0	0	0	0
11,674	Total Expenditure		2,491	2,700	2,391	2,700	2,646	7,528	2,700	2,700	10,795	10,988	11,183
	7 Net Surplus (Deficit) before taxation		(32)	0	177	0	170	315	0	0	0	(162)	(326)
	Taxation Expense												
	7 Net Surplus (Deficit)		(32)	0	177	0	170	315	0	0	0	(162)	(326)
	0.1% Operating Margin		-1.3%	0.0%	6.9%	0.0%	6.0%	4.0%	0.0%	0.0%	0.0%	-1.5%	-3.0%

Actual 30-Jun-13	STATEMENT OF FINANCIAL POSITION		Actual 30-Sep-13	Budget 30-Sep-13	Actual 31-Dec-13	Budget 31-Dec-13	Actual 31-Mar-14	Actual 31-Mar-14	Budget 31-Mar-14	Budget 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
Shareholder/Trust Funds													
2,123	Share Capital/Settled funds		2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123
0	Revaluation Reserves		0	0	0	0	0	0	0	0	0	0	0
42	Restricted Funds		42	1	43	38	43	43	38	38	38	38	38
1,819	Retained Earnings		1,695	1,392	1,996	1,392	2,132	2,132	1,392	1,392	1,392	1,231	905
3,984	Total Shareholder/Trust Funds		3,860	3,516	4,162	3,553	4,297	4,297	3,553	3,553	3,553	3,392	3,066
Current Assets													
25	Cash and Bank		4	15	60	11	23	23	30	19	20	(60)	(376)
858	Accounts Receivable		148	190	582	220	880	880	258	113	113	113	113
120	Other Current Assets		317	221	389	221	142	142	235	235	235	235	235
1,003	Total Current Assets		469	426	1,031	452	1,045	1,045	523	367	368	288	(28)
	Total External Revenue for quarter		(104,320)		(170,803)		(275,881)		(356,975)		(253,285)		
Investments													
0	Deposits on Call		2,302	1,740	679	20	2,000	2,000	1,782	73	73	0	0
0	Other Investments		0	0	0	0	0	0	0	0	0	0	0
0	Total Investments		2,302	1,740	679	20	2,000	2,000	1,782	73	73	0	0
Non-Current Assets													
4,361	Fixed Assets		4,319	3,977	4,329	3,933	4,281	4,281	3,889	4,145	4,145	4,145	4,145
7	Other Non-Current Assets		16	16	16	16	57	57	16	16	16	16	16
4,368	Total Non-Current Assets		4,335	3,993	4,345	3,949	4,338	4,338	3,905	4,161	4,161	4,161	4,161
5,371	Total Assets		7,106	6,159	6,055	4,421	7,384	7,384	6,210	4,601	4,602	4,449	4,133
Current Liabilities													
892	Accounts Payable and Accruals		571	303	1,363	306	793	793	529	565	565	565	565
413	Provisions		2,539	2,166	340	562	450	450	2,129	483	483	492	502
0	Other Current Liabilities		0	0	0	0	1,760	1,760	0	0	0	0	0
1,305	Total Current Liabilities		3,110	2,469	1,703	868	3,004	3,004	2,658	1,048	1,048	1,057	1,067
Non-Current Liabilities													
0	Loans - WCC		0	0	0	0	0	0	0	0	0	0	0
0	Loans - Other		0	0	0	0	0	0	0	0	0	0	0
82	Other Non-Current Liabilities		137	138	200	0	82	82	0	0	0	0	0
82	Total Non-Current Liabilities		137	138	200	0	82	82	0	0	0	0	0
3,984	Net Assets		3,859	3,552	4,152	3,553	4,297	4,297	3,552	3,553	3,554	3,392	3,066
0.77	Current Ratio		0.15	0.17	0.61	0.52	0.35	0.35	0.20	0.35	0.35	0.27	-0.03
0.74	Equity Ratio		0.54	0.57	0.69	0.80	0.58	0.58	0.57	0.77	0.77	0.76	0.74

Actual 30-Jun-13	STATEMENT OF CASH FLOWS		Actual Qtr to 30-Sep-13	Budget Qtr to 30-Sep-13	Actual Qtr to 31-Dec-13	Budget Qtr to 31-Dec-13	Actual Qtr to 31-Mar-14	Actual 31-Mar-14	Budget Qtr to 31-Mar-14	Budget Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16
Cash provided from:													
1,897	Trading Receipts		247	458	136	452	810	1,193	430	627	1,967	1,964	2,000
8,451	WCC Grants		3,989	4,112	444	357	3,179	7,612	4,112	494	9,075	9,212	9,212
778	Other Grants		194	179	7	179	94	295	179	179	714	714	714
321	Sponsorships and Donations		40	58	19	58	263	322	58	58	230	230	230
78	Investment Income		16	16	25	16	8	49	16	16	65	65	65
274	Other Income		31	25	28	25	29	88	25	25	99	99	99
11,799			4,517	4,848	659	1,087	4,383	9,559	4,820	1,399	12,150	12,284	12,320
Cash applied to:													
4,660	Payment to Employees		1,156	1,199	1,115	1,199	1,080	3,351	1,199	1,199	4,797	4,893	4,991
7,127	Payment to Suppliers		711	1,535	981	1,645	1,552	3,244	1,400	1,653	6,232	6,559	6,661
124	Net GST Cashflow		376	388	(6)	(84)	355	725	388	(84)	610	601	592
0	Other Operating Costs		0	0	0	0	0	0	0	0	0	0	0
0	Interest Paid		0	0	0	0	0	0	0	0	0	0	0
11,911			2,243	3,122	2,090	2,760	2,987	7,320	2,987	2,768	11,639	12,053	12,244
(112)	Total Operating Cash Flow		2,274	1,726	(1,431)	(1,673)	1,396	2,239	1,833	(1,369)	511	231	76
Investing Cash Flow													
Cash provided from:													
0	Sale of Fixed Assets		0	0	0	0	0	0	0	0	0	0	0
0	Other		0	0	0	0	0	0	0	0	0	0	0
Cash applied to:													
403	Purchase of Fixed Assets		0	0	137	50	105	242	50	351	451	384	392
0	Other		0	0	0	0	0	0	0	0	0	0	0
403			0	0	137	50	105	242	50	351	451	384	392
(403)	Total Investing Cash Flow		0	0	(137)	(50)	(105)	(242)	(50)	(351)	(451)	(384)	(392)
Financing Cash Flows													
Cash provided from:													
0	Drawdown of Loans		0	0	0	0	0	0	0	0	0	0	0
0	Other		0	0	0	0	0	0	0	0	0	0	0
Cash applied to:													
0	Repayment of Loans		0	0	0	0	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	0	0	0	0	0	0	0
0	Total Financing Cash Flow		0	0	0	0	0	0	0	0	0	0	0
(515)	Net Increase/Decrease in Cash Held		2,274	1,726	(1,568)	(1,723)	1,291	1,997	1,783	(1,720)	60	(153)	(316)
540	Opening Cash Equivalents		25	25	2,299	1,751	731	25	28	1,811	25	85	(68)
25	Closing Cash Equivalents		2,299	1,751	731	28	2,022	2,022	1,811	91	85	(68)	(384)

Actual 30-Jun-13	CASH FLOW RECONCILIATION									Actual Qtr to 30-Sep-13	Budget Qtr to 30-Sep-13	Actual Qtr to 31-Dec-13	Budget Qtr to 31-Dec-13	Actual Qtr to 31-Mar-14	Actual 31-Mar-14	Budget Qtr to 31-Mar-14	Budget Qtr to 30-Jun-14	Total YE 30-Jun-14	Total YE 30-Jun-15	Total YE 30-Jun-16	
	7 Operating Surplus/(Deficit) for the year									(32)	0	177	0	170	315	0	0	0	0	(162)	(326)
	Add Non Cash Items																				
	377 Depreciation									89	94	85	94	98	272	94	94	376	384	392	
	0 Other									0	0	0	0	0	0	0	0	0	0	0	
	384									57	94	262	94	267	586	94	94	376	222	66	
	Movements in Working Capital																				
	(49) (Increase)/Decrease in Receivables									17	(25)	259	(30)	(298)	(22)	(38)	145	52	0	0	
	36 (Increase)/Decrease in Other Current Assets									(96)	(1)	(173)	0	247	(22)	(14)	0	(15)	0	0	
	(230) Increase/(Decrease) in Accounts Payable									256	(12)	280	3	(635)	(99)	223	36	250	0	0	
	(253) Increase/(Decrease) in Other Current Liabilities									2,040	1,667	(2,060)	(1,741)	1,817	1,797	1,566	(1,645)	(154)	0	0	
	(496)									2,217	1,629	(1,694)	(1,768)	1,132	1,655	1,737	(1,464)	133	0	0	
	Net Gain(Loss) on Sale																				
	0 Fixed Assets									0	0	0	0	0	0	0	0	0	0	0	0
	0 Investments									0	0	0	0	0	0	0	0	0	0	0	
(112)	Net Cash Flow from Operations									2,274	1,723	(1,432)	(1,674)	1,399	2,241	1,831	(1,370)	509	222	66	