

QUARTER IN REVIEW	YEAR TO DATE PERFORMANCE
<p>Museum of Wellington City & Sea Phase One (the Attic Project) building works are underway following the achievement of several critical milestones in Q2 including confirmation that Council would contribute \$1.6m towards the \$5 million cost of the Attic Project. Hon. Maggie Barry, Minister for Art, Culture and Heritage also announced a \$1.3m contribution to the development including \$809k for the Attic Project with the remaining grant as contribution to earthquake strengthening. The building works will be completed in June in time to mark the 150th anniversary of Wellington as Capital city and the Attic exhibitions will open in September.</p> <p>The Yvonne Todd exhibition <i>Creamy Psychology</i> at City Gallery opened at the beginning of December. Attendance and sales of the associated publication have been strong.</p> <p>Capital E's monthly movie collaboration with New Zealand Children's Film Foundation has proved popular with additional screenings being added to meet demand.</p> <p>Carter Observatory held an exhibition of Mark Gee's astrophotography during October and the two evening programmes, which were run to support the exhibition, attracted capacity audiences.</p>	<p>The Town Hall key went back on public display at the Museum of Wellington City & Sea.</p> <p>Capital E Central space on Queens Wharf was launched with <i>The Big Reveal</i> in early July. Capital E National Theatre for Children tour of <i>An Awfully Big Adventure</i> has reached over 5,600 young people to date.</p> <p>New programmes – particularly <i>A Short History of Jazz</i> – far exceeded target numbers and brought new audiences into the Museum of Wellington City & Sea.</p> <p>The <i>Adopt-A-Star</i> product at Carter Observatory has had a renewed marketing campaign resulting in a sales spike, including the sale of six of the most expensive stars.</p> <p>City Gallery Wellington had record attendance of 55,135 for the exhibition <i>Seung Yul Oh: MOAMOA A Decade</i>. A catalogue publication has been produced, which is now being distributed nationally and internationally.</p> <p>The <i>Tuatara Open Late</i> in August and September aligned with the City Gallery's 21st birthday celebrations in August and the launch of the William Kentrige exhibition in September.</p>

SUMMARY FINANCIALS							
* Variance (Actual minus Budget). ✓ Favourable variance to budget ✗ Unfavourable variance to budget							
FINANCIAL PERFORMANCE	Q2 Budget	Q2 Actual	Variance*	YTD Budget	YTD Actual	Variance*	FY Budget
(\$000)	31 Dec 14	31 Dec 14	31 Dec 14	31 Dec 14	31 Dec 14	31 Dec 14	30 Jun 15
Total Revenue	2,877	2,881	4 ✓	5,754	5,633	121 ✗	11,506
Opex before Depreciation	2,801	2,638	64 ✓	5,602	5,375	227 ✓	11,207
Depreciation	95	155	60 ✗	190	208	18 ✗	381
Adjustments (rounding)	(2)	(2)	n/a	(4)	(2)	n/a	0
Net Surplus (Loss)	(21)	86	107 ✓	(42)	48	90 ✓	(82)
FINANCIAL POSITION							
Total Assets	4,582	5,889	1,307 ✓				4,642
Total Liabilities	1,070	1,849	779 ✗				1,171
Equity	3,512	4,040	528 ✓				3,471
CASH FLOWS							
Total Net Cash Flows	(1,627)	(1,877)	250 ✗	(49)	(228)	179 ✗	(24)
Opening Cash	781	2,702					92
Adjustments (rounding)	0	0					
Closing Cash	(846)	825					67
<p>The Trust recorded a net surplus for the quarter of \$86k (a \$107k positive variance to the budgeted loss of \$21k). This translated to positive YTD variance of \$90k. The financial statements identify that the Trust has spent \$181k on professional fees for the 6 months to 31 Dec 2015 versus a budget of \$40k for the full year to 30 June 2015. The Trust has advised that this item represents an expense coding error which does not impact the \$86k YTD surplus.</p> <p>Visitation to Carter Observatory was on par with last year's figures but revenue is better and is expected to remain positive due to a change in strategies across admissions, retail and venue hire which involves, among other things, not offering large discounts during peak season. At 31 Dec 2014 Carter Observatory recorded a net profit of \$19k however the Trust still expects this business to trade at a deficit of \$82k (after Council's \$312k annual operating grant) for the full year to 30 Jun 2015. The Trust notes that the \$19k profit is a result of timing differences and it expects Carter Observatory to trade close to its full-year budgeted loss of \$82k.</p> <p>At 31 Dec 2014 the Trust held cash on hand of \$825k – a positive variance of \$1.6m above the projected cash deficit of \$846k at 31 Dec 2014. The variances are due to timing and will normalise during the remainder of the year.</p>							

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 measures and is not a complete list.

MEASURE		Q2	YTD	3 Year	
		31 Dec 14	31 Dec 14	Trend	Comments
Council grant/visit	Actual	\$10.05 ✓	n/a	↘	Ahead of target due to visitor numbers exceeding forecast. Trend is negative due to increasing Council grant and relatively static overall visitor numbers.
	Target	\$14.10	n/a		
Full cost subsidy*/visit	Actual	\$11.36 ✓	\$12.99 ✓	n/a	This measure is owned by Council and includes property costs which the Trust does not control plus grant funding.
	Target	\$14.60	\$15.48		
Average spend/visit	Actual	\$2.31 ✗	n/a	→	Below target for the quarter due to visitors exceeding target by 43k but trading income (retail and admissions) falling \$151k below target.
	Target	\$3.11	n/a		
Total visits	Actual	179,453 ✓	321,025 ✓	→	Q2 was 22% ahead of target led by strong visitation at all sites except Carter Observatory. YTD visitation is 43,464 (16%) visits ahead of the Trust's YTD target.
	Target	147,108	277,561		
Cable Car	Actual	67,532 ✓	105,869 ✗	→	YTD affected by slow start to the year but Q2 clawed back some of the Q1 deficit and strong figures for Q3 to date indicates full year visitation target will be achieved.
	Target	59,987	110,499		
City Gallery	Actual	38,930 ✓	89,368 ✓	↗	Visitation trend has been upward and recent exhibitions have exceeded expectations resulting in a strong YTD performance.
	Target	35,000	70,000		
Capital E	Actual	17,424 ✓	33,408 ✓	↘	Audience projections for this venue were conservative given the new location.
	Target	13,000	26,000		
MoW City & Sea	Actual	44,735 ✓	70,427 ✓	↗	The positive variance is due to a change in style and delivery of programmes, and the supporting marketing.
	Target	24,840	45,000		
Carter	Actual	10,383 ✗	20,933 ✗	→	Visitation at Carter is steady at around ten to eleven thousand visits per quarter.
	Target	13,750	25,000		

*Council operating grant plus property related cost (including rental grant paid for Capital E). This is a new measure required by Council and includes property costs which the Trust does not control.

The start of the Cruise Ship season has also had a positive impact on visitation at all institutions during Quarter Two. The Celebrating Everything Polish Festival and The Big Halloween collaborations between the Museum of Wellington City & Sea and Capital E drew record numbers to both institutions. City Gallery had very strong visitation to the final months of the Ralph Hotere and William Kentridge exhibitions, and the first month of the Yvonne Todd exhibition has been well attended. Public programmes related to the Gallery's exhibitions have also been popular. The Museum of Wellington City & Sea and City Gallery's monthly late-night openings are also having a positive impact on visitation.

ISSUES & OUTLOOK

The Trust completed a review of its provision for children and young people and, taking this research as a foundation, has developed a three year, whole of organisation strategy for this audience and will commence the implementation of strategies in Q4. This will include consideration of Capital E's transitional and potential leadership role in this area as well as its future shape and location, including a central Wellington base for the National Theatre for Children.

The Trust reviewed Carter Observatory's operation in 2013-14 and will implement a new business model in 2015-16. Council considered the financial implications of this new business model as part of our LTP submission and has confirmed in its 2014 Letter of Expectation that Carter will continue to operate under the existing Management Agreement.

City Gallery will present Jono Roteman *Mongrel Mob Portraits* opening on 14 March.

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	2014
Total Visitors	538,950*	629,697	653,344	607,613	649,021	601,743
Operating & Rental Grant / Visitor	\$11.64	\$10.85	\$11.83	\$13.06	\$12.66	\$13.30
Non-Council Revenue / Visitor	\$3.78	\$3.79	\$4.96	\$5.22	\$5.36	\$4.90
Average Spend / Visitor	\$1.79	\$2.11	\$2.41	\$2.36	\$2.92	\$2.66

*reduced visitation due to refurbishment and upgrades at City Gallery.

Wellington Museums Trust
2014-15
Report as at 31 December 2014 (Quarter 2)

Financial Position

The Trust's result to 31 December 2014 shows a surplus of \$86,000 compared to a budgeted deficit of \$22,000.

A strong position is represented through the Statements of Financial Performance and Financial Position. Total Revenue for the quarter ending 31 December 2014 of \$2,881,000 is on par with budget of \$2,876,000.

Total operating expenses before depreciation for the quarter of \$2,640,000 closed at 94% of the budgeted figure of \$2,897,000. Power and Other Occupancy charges have decreased due to the installation of energy efficient equipment.

The increase in Fixed Assets relates to the spending on the Museum of Wellington City & Sea Development.

The increase in Current Liabilities, attributing to Trade Payables includes receipt of proceeds from an insurance claim for flood damage and a recent bequest.

KPIs

The Trust's Institutions had a number of very successful Public Programmes during the second quarter of the year. Of particular note were the *Celebrating Everything Polish Festival* and *The Big Halloween* both of which were collaborations between the Museum of Wellington City & Sea and Capital E that drew record numbers to both institutions. City Gallery had very strong visitation to the final months of the Ralph Hotere and William Kentridge exhibitions, and the first month of the Yvonne Todd exhibition has been well attended. Public programmes related to the Gallery's exhibitions have also been popular. The Museum of Wellington City & Sea and City Gallery Wellington's monthly late-night openings are also having a positive impact on visitation. The start of the Cruise Ship season has also had a positive impact on visitation at all our institutions during Quarter Two.

Highlights

- In October, Museums Wellington Science Curator Dr Claire Bretherton featured on the BBC World programme and also TVNZ news relating to the recent lunar eclipse.
- The Town Hall key went back on public display at the Museum of Wellington City & Sea.
- Carter Observatory held an exhibition of Mark Gee's astrophotography during October and the two evening programmes, which were run to support the exhibition, attracted capacity audiences.
- Capital E's monthly movie collaboration with New Zealand Children's Film Foundation has proved popular with additional screenings being added to meet demand and completely selling out during the December season.
- Capital E's October School Holiday Programme – *Book Bazaar* – saw the Queens Wharf site transformed into 'storytelling central' with authors and illustrators workshops, pop-up book installations and displays and craft workshops linked to author Pamela Allen's work at Hannah Playhouse, where her book, *Mr McGee & the Biting Flea* was presented as a theatrical production for family audiences. Over 1,200 enjoyed the holiday programme itself, with a further 1,200 coming to the return season of the show.
- Capital E's *Wishful Woodland* transformed Capital E Central during December and attracted over 1,100 visitors and volunteers to help partner charity, Foster Hope, who distribute essentials backpacks and Christmas gifts to children going into emergency foster care.
- City Gallery hosted a special reception for the artists and gallerists from this year's *Maori Art Market*; and the final day of the Hotere exhibition drew a capacity crowd for a particularly moving poetry reading and talk, featuring poets Bill Manhire, Cilla McQueen; Hotere & McQueen's daughter, Andrea Hotere; Bishop Muru Walters; and curator Gregory O'Brien.
- The Yvonne Todd exhibition *Creamy Psychology* opened at the beginning of December. The opening and opening weekend public programme activities had terrific attendance and sales of the associated publication have been extremely strong.

Pat Stuart
Chief Executive

Actual 30-Jun-14	STATEMENT OF FINANCIAL PERFORMANCE	Actual 6 mths to 31-Dec-14	Actual Qtr to 31-Dec-14	Actual Qtr to 30-Sep-14	Budget Qtr to 30-Sep-14	Budget Qtr to 31-Dec-14	Budget Qtr to 31-Mar-15	Budget Qtr to 30-Jun-15	Total YE 30-Jun-15	Total YE 30-Jun-16	Total YE 30-Jun-17
Revenue											
1,667	Trading Income	634	365	269	393	393	393	393	1,573	1,382	1,632
6,232	Council Operating Grant	3,227	1,613	1,613	1,613	1,613	1,613	1,613	6,453	6,403	6,453
1,769	Council Rental Grant	884	442	442	442	442	442	442	1,769	1,769	1,769
811	Other Grants	636	294	342	214	214	214	214	855	848	930
476	Sponsorships and Donations	106	98	7	137	137	137	137	547	311	396
77	Investment Income	48	18	30	18	18	18	18	70	70	70
308	Other Income	96	48	48	60	60	60	60	239	242	237
11,340	Total Revenue	5,633	2,881	2,752	2,876	2,876	2,876	2,876	11,506	11,025	11,487
Expenditure											
4,741	Employee Costs	2,596	1,300	1,296	1,224	1,224	1,224	1,224	4,897	5,025	5,125
1,338	Council Rent	676	338	338	338	338	338	338	1,353	1,353	1,353
2,156	Exhibitions & Programmes	720	341	379	511	511	511	511	2,044	1,628	2,101
610	Marketing & Promotions	322	151	171	158	158	158	158	630	578	636
932	Occupancy Costs (excluding Council Rent)	481	222	259	332	332	332	332	1,328	1,330	1,309
118	Communication Costs	68	36	31	32	32	32	32	126	120	120
81	Trustee Fees & Expenses	35	17	18	19	19	19	19	77	77	77
295	Technology Costs	76	51	24	38	38	38	38	154	166	154
151	Professional Fees	181	60	121	10	10	10	10	40	40	40
274	Administration Expenses	204	113	91	109	109	109	109	437	441	437
33	Other Operating Expenses	18	9	9	30	30	30	30	121	121	121
603	Depreciation	208	155	53	95	95	95	95	381	381	381
0	Interest	0	0	0	0	0	0	0	0	0	0
11,332	Total Expenditure	5,585	2,795	2,790	2,897	2,897	2,897	2,897	11,588	11,259	11,853
8	Net Surplus/(Deficit) before Taxation	48	86	(38)	(22)	(22)	(22)	(22)	(89)	(66)	(147)
	Taxation Expense										
8	Net Surplus/(Deficit)	48	86	(38)	(22)	(22)	(22)	(22)	(89)	(66)	(147)
0.1%	Operating Margin	0.8%	3.0%	-1.4%	-0.8%	-0.8%	-0.8%	-0.8%	-0.8%	-0.6%	-1.4%

Total YE 30-Jun-14	STATEMENT OF FINANCIAL POSITION	Actual 31-Dec-14	Actual 31-Dec-14	Actual 30-Sep-14	Budget 30-Sep-14	Budget 31-Dec-14	Budget 31-Mar-15	Budget 30-Jun-15	Total YE 30-Jun-15	Total YE 30-Jun-16	Total YE 30-Jun-17
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
0	Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
52	Restricted Funds	52	52	52	38	38	38	38	38	38	38
1,817	Retained Earnings	1,865	1,865	1,778	1,371	1,351	1,330	1,310	1,310	1,075	710
3,992	Total Shareholder/Trust Funds	4,040	4,040	3,953	3,532	3,512	3,491	3,471	3,471	3,236	2,871
Current Assets											
74	Cash and Bank	9	9	55	11	11	11	11	11	11	11
861	Accounts Receivable	230	230	87	239	239	239	239	239	251	263
103	Other Current Assets	304	304	443	105	105	105	105	105	110	116
1,038	Total Current Assets	543	543	584	355	355	355	355	355	372	390
Investments											
979	Deposits on Call	816	816	2,646	1,659	32	1,644	57	57	(172)	(244)
0	Other Investments	0	0	0	0	0	0	0	0	0	0
979	Total Investments	816	816	2,646	1,659	32	1,644	57	57	(172)	(244)
Non-Current Assets											
3,967	Fixed Assets	4,516	4,516	3,994	4,162	4,179	4,197	4,214	4,214	4,303	4,092
51	Other Non-current Assets	15	15	15	16	16	16	16	16	16	16
4,018	Total Non-current Assets	4,531	4,531	4,009	4,178	4,195	4,213	4,230	4,230	4,319	4,108
6,035	Total Assets	5,889	5,889	7,239	6,193	4,582	6,212	4,642	4,642	4,519	4,254
Current Liabilities											
1,633	Accounts Payable and Accruals	1,549	1,549	1,405	572	577	622	671	671	758	832
410	Provisions	300	300	293	488	493	498	500	500	525	551
0	Other Current Liabilities	0	0	0	0	0	0	0	0	0	0
2,043	Total Current Liabilities	1,850	1,850	1,698	1,059	1,070	1,120	1,171	1,171	1,283	1,383
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	0	0	1,588	1,601	0	1,601	0	0	0	0
0	Total Non-Current Liabilities	0	0	1,588	1,601	0	1,601	0	0	0	0
3,992	Net Assets	4,040	4,040	3,953	3,532	3,512	3,491	3,471	3,471	3,236	2,871
0.51	Current Ratio	0.29	0.29	0.34	0.34	0.33	0.32	0.30	0.30	0.29	0.28
0.66	Equity Ratio	0.69	0.69	0.55	0.57	0.77	0.56	0.75	0.75	0.72	0.67

Strategic Projects 2014-15

Refer to Appendix on page 6 for detailed outline of what we aim to achieve with each project in 2014-18

SECTION 1: Achieving Excellence					
Project	Responsibility	Targets for 2014-15	On-Target Yes / No	Q2 Report as at 31 December 2014	Achieved Yes / No
Museum of Wellington City & Sea Development					
Implement the visitor experience development plan for the Museum of Wellington City & Sea - a three phase project scheduled to be completed in 2020.	The Museums Wellington Team: lead by Director, Museums Wellington	All phases on track according to plan.	Yes	Phase One <ul style="list-style-type: none"> ▪ Issue of Building Consent. ▪ Receipt of tenders in line with the QS budget. ▪ Staff relocation to offices at the northern end of the top floor and first floor. ▪ Engaging Naylor Love as contractor for the building works. 	
		Fundraising strategy for personal, community and business giving implemented and target/s achieved.	Yes	<ul style="list-style-type: none"> ▪ Personal giving campaign to launch on 29 January. ▪ The Lion Foundation and Wellington Community Trust funding applications submitted. 	
City Gallery Wellington Entrance, Foyer and Internal Development					
Implement a visitor entry and commercial development project at City Gallery Wellington.	The City Gallery Wellington Team; lead by Director, City Gallery	Fully scope the project (feasibility, budget and timeframe to completion).	Yes	<ul style="list-style-type: none"> ▪ High level design, costs and timeline completed. ▪ Project submitted for CAPX funding in Long-Term Plan. ▪ Council's preliminary decision is not to provide CAPX. ▪ Alternative funding sources are being considered to enable a feasibility study followed by developed design in time for consideration as part of a mid-term CAPX review in September 2015. 	
		Work with Council property to implement EPC, HVAC and health and safety and visitor access issues.	Yes	<ul style="list-style-type: none"> ▪ Competitive Request for Proposals completed with EcoSave contracted to do a detailed facility study and costings by early March. ▪ Council and City Gallery working to address building H&S issues and visitor access. 	
		Develop and implement fundraising strategy.	Yes	<ul style="list-style-type: none"> ▪ Fundraising Strategy is in early development stage with work continuing into Q3. 	

Project	Responsibility	Targets for 2014-15	On-Target Yes / No	Q2 Report as at 31 December 2014	Achieved Yes / No
Learning about Nationhood – Wellington a Capital Destination for Learning					
Work with Council and other stakeholders to improve service and overcome barriers for teachers visiting or considering a visit to Wellington.	Trust Office; lead by Head of Strategic Development	Develop and deliver a pilot programme.	Yes	<ul style="list-style-type: none"> ▪ Pilot programme underway. 	
		Seek Wellington Regional Amenities Fund support for a pilot project targeting low decile schools.	Yes	<ul style="list-style-type: none"> ▪ WRAF budget (\$100k) approved. Contract in place between WCC and WMT. 	Yes
SECTION 2: Our Audiences					
Children and young people feel welcomed, included and important					
Realise our vision that children and young people encountering us feel welcomed, included and important.	Executive Team and Advocacy Group; lead by Chief Executive	A plan for the Trust's provision for children and young people (PCYP) is developed and implemented.	Yes	<ul style="list-style-type: none"> ▪ A plan has been developed. ▪ In the meantime greater awareness has been achieved & institutions are committed to this audience. ▪ Focus to date has been on organisation review to facilitate organisation wide coordination and leadership. 	
		A resource plan for implementation is prepared.	Yes	<ul style="list-style-type: none"> ▪ In development & subject to organisation review. 	
		Organisation-wide data-gathering & evaluation strategy is set up & baselines established.	Yes Q4	<ul style="list-style-type: none"> ▪ Q4 project. 	
		A transitional Wellington performance venue for the National Theatre for Children for the period to 2020 is confirmed.	Yes	<ul style="list-style-type: none"> ▪ Hannah Playhouse secured for 2015. ▪ Feasibility study will be completed in February ▪ Hannah Playhouse remains the most likely option for a Wellington base for the theatre company. 	
Reducing barriers for visitors with mobility, hearing and visual impairment					
Implement our plan for reducing barriers for visitors with mobility, hearing and visual impairment.	Visitor Services, Exhibitions and Programmes Teams; lead by Head of Strategic Development	Our Access Policy is reviewed.	Yes Q3/4	<ul style="list-style-type: none"> ▪ Will take place in Q3/4. 	
		Carter Observatory and Capital E Central achieve a minimum of silver in accessibility audits.	Yes Q3/4	<ul style="list-style-type: none"> ▪ Audits scheduled for Q3 & Q4. 	

Project	Responsibility	Targets for 2014-15	On-Target Yes / No	Q2 Report as at 31 December 2014	Achieved Yes / No
Increasing the diversity of our audience					
Undertake a research project that benchmarks the diversity of our audience, and helps us to understand barriers and motivators to engagement and feeds into the development of strategies that will help us to attain our goal of ensuring that our visitors reflect the region's demographic profile.	Executive Team; lead by the Chief Executive	<i>The first targets for this project will appear in 2015-16.</i>	N/A	<ul style="list-style-type: none"> ▪ In 2013-14 we prioritised two focus audiences for our first access and inclusion strategies: children and young people and visitors with mobility, hearing and visual impairment. ▪ In 2014-15 achievements see Project above – Reducing barriers for visitors with mobility, hearing and visual impairment. 	N/A
SECTION 3: Our Impact					
Audience Research					
Better understand the cultural diversity of our audiences in a way that supports future planning and improves our reach.	Trust Office, Visitor Services and Marketing Teams; lead by Head of Strategic Development	A consistent approach to gathering and recording visitor data is developed and implemented.	Yes	<ul style="list-style-type: none"> ▪ Underway. Get Smart monitoring in place at all visitor reception points. ▪ Review of survey taking place. 	
		Reports shared with staff which supports decision making.	Yes Q3/4	<ul style="list-style-type: none"> ▪ N/A 	
Economic Impact					
Work with Council to pilot measures that enable us to measure our economic impact and economic and social value.	Trust Office and Visitor Services Team; lead by Head of Strategic Development	Pilot study is complete leading to robust economic impact and economic and social value data for our institutions.	Yes	<ul style="list-style-type: none"> ▪ Presentations to Executive Team and Trustees in Q3. 	Yes
		A review of the pilot is conducted.	Yes Q3	<ul style="list-style-type: none"> ▪ Will follow discussion with Executive Team, Trustees and key stakeholders. 	
		Continue gathering data pending review.	Yes Q3	<ul style="list-style-type: none"> ▪ Will follow discussion with Executive Team, Trustees and key stakeholders. 	

SECTION 4: Our People, Places & Process					
Project	Responsibility	Targets for 2014-15	On-Target Yes / No	Q2 Report as at 31 December 2014	Achieved Yes / No
Health & Safety					
Continue to operate healthy and safe places for staff and visitors and respond effectively and efficiently to any event where the health and safety of staff or visitors is threatened.	All Staff; lead by the Chief Executive	100% compliance with current Health and Safety legislation.	Yes.	<ul style="list-style-type: none"> Compliant as of December 2014. 	Yes
		No serious harm incidents.	No.	<ul style="list-style-type: none"> Following a recent incident involving a member of the public falling down the City Gallery Staircase, WCC and the Trust are working together to address the issues to prevent future incidents. 	
		Complete Health and Safety audits of all sites operated by the Trust.	Yes.	<ul style="list-style-type: none"> This was conducted by David Wutzler HSS Ltd on behalf of the Trust. 	Yes
Organisational Development					
Support, develop and encourage staff to achieve a high performing organisation.	Executive Team and Managers; lead by the Chief Executive	Staff are committed to achieving the vision and the delivery of the strategic plan.	Yes	<ul style="list-style-type: none"> Review of vision completed in Q1 and new vision, purpose and values statements presented and implemented. Strategic Plan completed in Q2 following organisation wide consultation. Further engagement will be facilitated in Q3 and 4. 	
		Revised staff induction programme implemented.	Yes Q3	<ul style="list-style-type: none"> Priority for Q3 and 4. 	
		Training for managers / supervisors is provided.	Yes	<ul style="list-style-type: none"> Access to Council Crucial Conversations training is available and will be offered to managers in the first instance (4 staff participated in Q2 and we aim to offer the training to at least another 4 by year end). Other training options are being considered including Council's leadership programme. Management training needs analysis started but not completed as preparation for bespoke training programme. 	
		Staff turnover is less than 20%.	Yes	<ul style="list-style-type: none"> 9% YTD (includes permanent staff only). 	
Buildings and Maintenance					
Work with Council and other landlords to ensure that our buildings are safe, welcoming and well-maintained.	Executive Team and Buildings Manager; lead by Buildings Manager	We contribute to and monitor Asset Management Plans for our institutions.	Yes	<ul style="list-style-type: none"> Monthly meetings with WCC Property Dept. 	
		Maintenance and capital replacement takes place according to plan.	Yes	<ul style="list-style-type: none"> Bond Store maintenance as part of Attic Project Works. City Gallery re-roofing and re-cladding delayed. Planetarium Projectors installed. Colonial Cottage ventilation system installed at our cost. 	

SECTION 5: Financial Viability

Project	Responsibility	Targets for 2014-15	On-Target Yes / No	Q2 Report as at 31 December 2014	Achieved Yes / No
<i>Our Budget</i>					
Ensure that our budget is break-even and depreciation is fully-funded.	All Staff; lead by Accounts Manager	Break-even budget or better after funding depreciation.	Yes	<ul style="list-style-type: none"> ▪ Reforecast as at 31 January indicates that the Trust will achieve budget. 	
		Council agrees to the LTP request for an increase in our operating grant and annual adjustment for inflation.	No	<ul style="list-style-type: none"> ▪ The requested catch-up in the operating grant is unlikely to be achieved based on current response from Council. Proposed inflation adjustment may be tagged to implement Council's LW policy. 	
<i>Carter Observatory Sustainability</i>					
Develop and implement a long-term approach for Carter Observatory that fosters financial viability and provides for re-investment in the visitor experience.	The Museums Wellington Team; lead by Director, Museums Wellington	Increased Council funding secured through Long-term Plan or existing cash underwrite remains in place.	Yes	<ul style="list-style-type: none"> ▪ LTP submission made with new business model, Council preference is for underwrite to remain in place. 	
		Visitation, revenue and visit feedback targets achieved.	Yes	<ul style="list-style-type: none"> ▪ New business model for implementation in 2015-16. 	N/A
<i>Non-Council revenue is 30% or better of total revenue</i>					
Improve our revenue generation capability and minimise risk to non-Council revenue streams.	All Staff; lead by the Chief Executive	30% or better of total revenue (excluding Council's rental subsidy) is from non-Council sources.	Yes	<ul style="list-style-type: none"> ▪ Trading and cultural grants revenue tracking ahead of budget. ▪ Donations and fundraising total will be boosted by Festival. ▪ Better coordination is in place. ▪ Workshop planned for Q3/4 to review personal giving strategy and how to engage and incentivise staff. ▪ Executive Team committed to trialling new approaches to personal giving. ▪ CAPX fundraising is the priority for the Museums Wellington team. 	

APPENDIX – Strategic Projects: What we want to achieve in 2014-18

SECTION 1: Achieving Excellence	
Project	What do we want to achieve in 2014-18
<p>Museum of Wellington City & Sea Development Implement the visitor experience development plan for the Museum of Wellington City & Sea - a three phase project scheduled to be completed in 2020.</p>	<ul style="list-style-type: none"> ▪ Phase One – delivery 2015. Opens the top floor of the Bond Store: the Attic (previously not accessible to the public) with major new exhibitions that will display collections, tell Wellington stories and showcase the unique features of this Category 1 Heritage New Zealand building. ▪ Phase Two – delivery 2017. Earthquake strengthen and enhance the first and second floor exhibitions and upgrade popular exhibitions such as <i>Millennium Ago</i> and <i>The Wahine Disaster</i>. Also during this period scope and fully plan the refurbishment of the Ground Floor. ▪ Phase Three – delivery 2020. Earthquake strengthen and reconfigure the ground floor to include community space integrated with changes to the exterior landscaping, a café, extended retail and reception.
<p>City Gallery Wellington Entrance, Foyer and Internal Development Implement a visitor entry and commercial development project at City Gallery Wellington.</p>	<ul style="list-style-type: none"> ▪ Subject to funding and Council addressing health and safety, accessible toilets and maintenance/capital replacement issues, Phase One (re-modelled entrance and orientation lobby) will be complete by the end of 2016. ▪ Phase Two which develops the area immediately in front of City Gallery on Civic Square and the area facing Harris Street is linked to, and somewhat dependent on, Council's plans for the revitalisation of Civic Square. We will continue to press for the Gallery, and recognition of the role it plays as the cultural heart of Civic Square, to be represented in the planning of this project.
<p>Learning about Nationhood – Wellington a Capital Destination for Learning Work with Council and other stakeholders to improve service and overcome barriers for teachers visiting or considering a visit to Wellington.</p>	<ul style="list-style-type: none"> ▪ Funding from Wellington Regional Amenities Fund will enable us to extend our pilot project to fund transport to Wellington for the region's decile 7 and below schools in 2015. A research component will be led by Victoria University, and teacher professional development coordinated by other members of the group. Once the project is complete and reported to stakeholders, we will hand the leadership of the project onto others.

SECTION 2: Our Audiences	
Project	What do we want to achieve in 2014-18
<p>Children and young people feel welcomed, included and important Realise our vision that children and young people encountering us feel welcomed, included and important.</p>	<ul style="list-style-type: none"> ▪ By 2018 we will be measurably closer to our vision that young participants in our experiences feel welcomed, included and important. We will create an implementation plan that draws together our expertise, facilities, products and services into provision that children and youth want to engage in and stakeholders are prepared to fund. ▪ Careful consideration of Capital E's transitional and potential leadership role in this area as well as its future shape and location, including a central Wellington base for the National Theatre for Children, are an integral part of this process. Discussion with internal and external stakeholders will ensure we are working to develop excellent long-term provision for children and young people.

<p>Reducing barriers for visitors with mobility, hearing and visual impairment</p> <p>Implement our plan for reducing barriers for visitors with mobility, hearing and visual impairment.</p>	<ul style="list-style-type: none"> ▪ We want to ensure that our staff and experiences are making visitors with access issues feel welcomed and included. Our institutions will achieve a silver or better accessibility rating. We will review our priority audiences in 2016.
<p>Increasing the diversity of our audience</p> <p>Undertake a research project that benchmarks the diversity of our audience, and helps us to understand barriers and motivators to engagement and feeds into the development of strategies that will help us to attain our goal of ensuring that our visitors reflect the region's demographic profile.</p>	<ul style="list-style-type: none"> ▪ In 2015-16 we will assess the diversity of audience and use that research to inform a review of our diversity policy. The research will also inform future strategy to engage diverse audiences.

SECTION 3: Our Impact

Project	What do we want to achieve in 2014-18
<p>Audience Research</p> <p>Better understand the cultural diversity of our audiences in a way that supports future planning and improves our reach.</p>	<ul style="list-style-type: none"> ▪ In order to understand our visitor profile better particularly with respect to audience growth, diversity and the provision of reliable performance data, we will investigate and develop a whole-of-organisation approach to gathering and recording our visitor profiles.
<p>Economic Impact</p> <p>Work with Council to pilot measures that enable us to measure our economic impact and economic and social value.</p>	<ul style="list-style-type: none"> ▪ We will complete a pilot study in 2014-15 and review the project. Continuation depends upon the outcomes of the review.

SECTION 4: Our People, Places & Process

Project	What do we want to achieve in 2014-18
<p>Health & Safety</p> <p>Continue to operate healthy and safe places for staff and visitors and respond effectively and efficiently to any event where the health and safety of staff or visitors is threatened.</p>	<ul style="list-style-type: none"> ▪ We will continue our active management of Health & Safety with the objective of full compliance with the new Health and Safety at Work Bill and to achieve entry to the ACC Workplace Safety Management Practices (WSMP). The level of staff engagement is important to our success in achieving and maintaining healthy and safe places for staff and visitors.
<p>Organisational Development</p> <p>Support, develop and encourage staff to achieve a high performing organisation.</p>	<ul style="list-style-type: none"> ▪ Critical to achieving our vision and strategic plan is the talent, commitment and experience of our staff; they are our most important asset. We recognise the importance of fair, performance-based remuneration, training and development opportunities and an organisation culture that is focused on the delivery of excellent experiences that Wellingtonians proudly share with the world.

<p>Buildings and Maintenance</p> <p>Work with Council and other landlords to ensure that our buildings are safe, welcoming and well-maintained.</p>	<ul style="list-style-type: none"> ▪ We have elevated the status of this area to a Strategic Plan issue in recognition of its importance in 2014-18. Across this period health and safety will be a focus, and proactive maintenance is critical to us achieving our 'no serious harm incidents' goal. We will therefore work with Council and contribute to the preparation and regular review of Asset Management Plans (AMP) for our buildings. It is our goal that maintenance and capital replacement is proactive and is not deferred to the detriment of our financial position, visitor experiences and the health and safety of our staff and visitors. ▪ Across 2014-18 we will undertake significant building projects – developments of the Museum of Wellington City & Sea and City Gallery Wellington are featured in Section 1: Achieving Excellence. These and other projects are also highlighted where relevant under the Business Unit Summaries.
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SECTION 5: Financial Viability	
Project	What do we want to achieve in 2014-18
<p>Our Budget</p> <p>Ensure that our budget is break-even and depreciation is fully-funded.</p>	<ul style="list-style-type: none"> ▪ We will break even or better and fully-fund depreciation annually across 2014-18.
<p>Carter Observatory Sustainability</p> <p>Develop and implement a long-term approach for Carter Observatory that fosters financial viability and provides for re-investment in the visitor experience.</p>	<ul style="list-style-type: none"> ▪ We will establish a long-term approach for Carter. This will include rebranding, broadening its visitor appeal through a wider variety of Planetarium shows, drive visitation into education-only and public-only hours, and extending the evening viewing options; i.e. an operating model that balances the Observatory's education and public/tourist attraction roles, plus proposals for timetabled maintenance and capital expenditure for essential re-investment in the product. Visitation, revenue and visitor satisfaction targets are achieved.
<p>Non-Council revenue is 30% or better of total revenue</p> <p>Improve our revenue generation capability and minimise risk to non-Council revenue streams.</p>	<ul style="list-style-type: none"> ▪ We will achieve all revenue targets. ▪ Our focus on commercial activities will continue, and, in order to increase revenue generation capacity, our capital development projects include new or expanded trading opportunities: Phases One and Two of the Museum of Wellington City & Sea development will enhance venue hire and retail opportunities and City Gallery's foyer development includes dedicated retail and a modified venue hire area. ▪ We will also implement improvements in our fundraising strategy, focussing upon coordination, transparency of reporting and monitoring, relationships, and investing our limited resource for maximum gain. Fundraising is an area where we want greater staff engagement, with the possibilities for fundraising and other revenue generation opportunities becoming part of the planning and decision-making process for programming and other activities.