



experience
Wellington
wellington museums trust



EXPERIENCE WELLINGTON
2021-22 STATEMENT OF INTENT
Presented to Wellington City Council pursuant to
Section 64 of the Local Government Act 2002

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This Statement of Intent (SOI) reflects the relationship and interest that the Wellington City Council (Council) has in Experience Wellington as a Council Controlled Organisation and our contribution to Council's vision for the future of Wellington. It responds to Council's Letter of Expectations (LOE) of 22 December 2020 (pages [32-34](#)). On pages [8-12](#) we outline our specific response to the LOE and how each expectation directly relates to one of our four strategic pou. Council owns the heritage buildings that house five of our visitor experiences and will provide around 72% (\$10.249m) of our 2021-22 budgeted revenue, with the other 28% (\$3.996m) coming from cultural grants, fundraising and trading revenues.

To achieve the best results for Wellington we will continue to work with Council and other Council Controlled Organisations (CCOs), other visitor experiences, tertiary education partners and relevant national organisations.

We have a contract with **Creative New Zealand** that supports the delivery of the Capital E National Theatre for Children and the biennial Capital E National Arts Festival for Children. The learning experiences we offer are supported through **Ministry of Education Learning Experiences Outside the Classroom (LEOTC)** contracts. We also regularly receive support from the **City Gallery Wellington Foundation** for City Gallery's programme. The **Carter Observatory Trust** supports our fundraising activities for Space Place.

INTRODUCTION | He Whakatakinga

On behalf of the Board of Trustees I am pleased to present Experience Wellington's Statement of Intent which outlines our strategic direction and operating intentions for the 2021-22 financial year and Forecast Financial Statements for the three years to 30 June 2024. As incoming Board Chair, I am excited about the opportunities for our experiences - Capital E, Space Place, City Gallery Wellington, Nairn Street Cottage, Wellington Museum and the Cable Car Museum to enrich lives and deliver a programme that boosts Wellington's economic, cultural and social success.

When COVID-19 first hit our shores we met the challenges of the pandemic: delivering for audiences in new and different ways. Many of the innovations we adopted, including an increased digital presence, are woven throughout our revised Strategic Plan which sets our direction for the next three years. The four strategic pou of the plan: Wheako Pōneke (enriching lives through our experiences); Ma te huruhuru te manu ka rere (embracing Te Ao Māori); Tukua kia rere (our organisation flourishes) and Mahi Tahī (working together as one team), underpin the vibrant programme of projects, events and activations we will host in 2021-22.

With international tourists unlikely to return in the short to medium term, our focus is on strengthening Wellington: sparking curiosity and connecting communities, people and ideas. This includes the extraordinary upcoming exhibition Hilma af Klint: The Secret Paintings opening in December 2021. At a time when borders are closed, we will bring an international show which has sold out in New York and London to Wellington: its only stop in Aotearoa. Hilma will be a driver of domestic tourism and bolster the capital's reputation as a leader in arts experiences.

We also have an exciting line-up supporting the work of local arts practitioners and businesses: helping Wellington's creative community to thrive. This includes initiatives like Creative Collider, a Capital-E led partnership programme which works with art practitioners to build skills and confidence in developing youth-focused content.

Museums Wellington is building upon a vibrant programme that will engage, entertain and educate audiences including 'Wellington on a Good Day' a new exhibition that celebrates what it means to be a Wellingtonian through a creative lens. Another exciting collaboration is our first home-grown planetarium show, The Navigators which will launch at Space Place. Talented local experts, master navigators, artists, film-makers and musicians, have been brought together by Experience Wellington to tell the story of navigation to Aotearoa in a family-friendly immersive show.

In partnership with Wellington City Council, we will continue planning for strengthening The Bond Store. This project presents a unique opportunity to enhance the museum experience by celebrating and amplifying the voices and stories of our diverse communities.

We will further develop our Māori strategy and capability to ensure our experiences more deeply connect audiences with Te Ao Māori. Environmental sustainability will be an ongoing focus through events such as the Great Big Waterfront Clean-Up, coupled with content that sparks public interest in preserving our planet and awareness of climate change.

While we are excited about our future and the opportunities to showcase Wellington's unique creative talent, there are challenges in the coming year. Our trading revenue will take longer to normalise due to the continued absence of international visitors. There is also a downturn in larger venue hire bookings and decrease in overall fundraising revenue. Core costs for insurance, cleaning and operating continue to grow. We will therefore continue to refine our operating model and improve systems & processes to streamline our business - targeting a return to a break-even position without Council CCO Resilience Fund support in 2022-23.

Working together to deliver extraordinary experiences that strengthen Wellington remains our focus, and we will do so smartly and prudently. We thank Wellington City Council for their on-going support and will prioritise collaborations with Council, our CCO whānau, and the city's creative ecosystem that use Experience Wellington's resources to nurture the social, cultural, environmental and economic wellbeing of Wellingtonians - more important than ever in our current environment*.

Jane Wrightson
Chair, Experience Wellington

*[*see operating environment for more details](#)*

OUR INTENT IN 2021-22 | Tā Mātou Whāinga ki 2021-22

OUR FOCUS:

Our [Strategic Plan](#) was revised in the wake of Covid-19 to include:

- A three-year, rather than a 10-year plan to facilitate flexibility in a COVID-19-affected operating environment.
- Alignment with Council's 'Three Strategies' project, with our Chief Executive being a member of this steering group.
- A focus on measurable changes to ways of working.
- Emphasis on a whole-of-organisation, whole-of-customer-journey approach.
- Clear through-lines from the strategic plan to the work of all our teams.
- Reinforcing a positive and mutually supportive culture.

Our mahi is aligned to Council's vision, 2040 Smart Capital, the Four Wellbeings, and the Three Strategies Project.

WE ARE LOOKING FORWARD TO:

- Continued conversations and collaboration with Council, our CCO whānau, and the city's creative ecosystem: leveraging positive relationships, and providing innovative ways to attract visitors to our city.
- Resolving issues around the strengthening and redevelopment of Wellington Museum Te Waka Huia o Ngā Taonga Tuku Iho.
- Working with Council's Te Ngākau Civic Square Planning Team to return Capital E Nōku Te Ao to Te Ngākau Civic Square, potentially as part of the Te Matapihi Central Library Project, alongside City Gallery Wellington Te Whare Toi.
- Attracting art lovers to Wellington for our third high profile international art exhibition at City Gallery Wellington Te Whare Toi from December 2021.
- Working closely with WellingtonNZ to revitalise the city we love.
- Building our cultural competency including the use of Te Reo and Tikanga Māori.
- Implementing customer relationship management (CRM) systems to streamline our engagement with supporters and funders.
- Continuing to review and streamline our business processes to achieve the best possible financial outcome.
- Accessing third party funding to leverage and fund Council's assets for the benefit of all Wellingtonians.

Please refer to the section on Council's Expectations on [pages 9-12](#) for more information on our plans.



Our key programmes in 2021-22

HILMA AF KLINT: THE SECRET PAINTINGS

This is the third in a series of high value exhibitions that bring the best of international art to New Zealand audiences. Exhibitions of this kind serve to affirm Wellington's status as the creative capital, add to the quality of life for the city's residents, and make a valuable economic contribution. The discovery of visionary Swedish artist Hilma af Klint (1862-1944) has turned art history on its head by establishing a new, and female, pioneer of twentieth-century abstract art. Unprecedented in scale and ambition, and hidden from view for decades, these paintings embody art's potential to inspire, transport and confront viewers. Hosting this exhibition is a coup for Wellington and will provide visitors from across the country with a once-in-a-lifetime opportunity to see af Klint's work here.

THE NAVIGATORS

Space Place's first full production planetarium show will launch during Matariki 2021. Having won support from the government's TUIA 250 Encounters fund, Space Place presents Moko's journey as she learns how to navigate the mighty Pacific Oceans. We have brought together a Wellington collective of film makers, writers, actors, animators and musicians to bring the story of Moko to life. We travel from today, where Moko is floating in the sea learning the names of the stars of Aotearoa into the vast oceans of the Pacific aboard a waka houora. Before our eyes she travels to the time of Lieutenant James Cook and is aboard the Endeavour, seeing a sextant in use. Through stop motion filming and the latest in digital technology Moko's story is one of wonder and beauty, as she moves through centuries to tell us how Aotearoa was sought and found by her tipuna and pakeha explorers.

LEAVING HOME

In the hopes that sufficient funding is secured to strengthen the Wellington Museum, we will continue to actively engage with our communities as the construction work is carried out. Though the building itself will be closed, the engagement and offerings of the Museum will remain open. *Leaving Home* will be a time of community outreach for Wellington Museum, to have a presence in, and impact on, the cultural life of the city representing our city's diverse voices and perspectives.

MATURAU (WORKING TITLE)

Opening free in April 2022, *Maturau (working title)*, curated by Wellington-based Māori artist, educator, curator, and writer Shannon Te Ao, will bring together new and existing artworks that examine what it means to be an artist working within Te Ao Māori at a time of COVID-19. A time when the world, and world views are shrinking and changing exponentially. *Maturau* asks what role Māori art and artists can play in our new reality.



CREATIVE COLLIDER

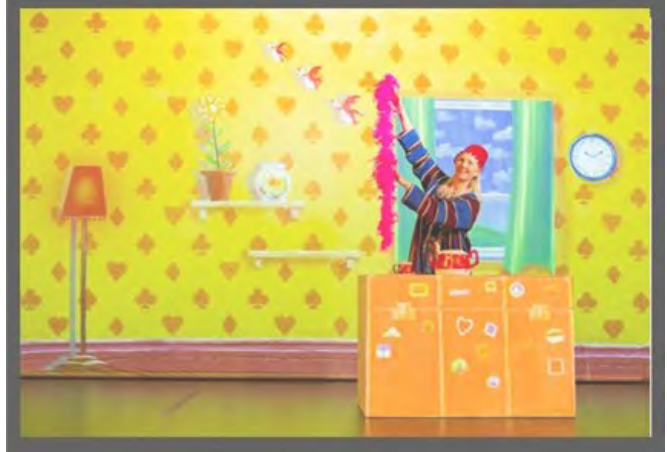
At Experience Wellington we recognise how developing programmes for children and young people requires specialist skills and expertise. Often, this audience can be overlooked, or the appropriate skills under-valued. Creative Collider is our response to this. Bringing together Wellington's creative sector with experts, mentors and tamariki we will host a residency to help artists and performers to shape their ideas for new work for children, leveraging the expertise of Capital E. Some emerging concepts will be seed-funded for testing further. Down the track some may be fully commissioned into our National Arts Festival for Children or beyond. Together we will collaborate, develop and test new and exciting works for children, and provide artists with creative opportunities to develop and showcase their mahi, with children and young people being part of the conversation.

WELLINGTON ON A GOOD DAY (WORKING TITLE)

Driven by the opportunity of the return of significant objects on loan, Experience Wellington will refresh the exhibitions on the ground floor of Wellington Museum. A humorous and wide-ranging look at Wellington through the saying, 'You can't beat Wellington on a good day', it takes the opportunity to showcase the creative community of Wellington, whether in the arts or the wider community.

NATIONAL THEATRE FOR CHILDREN

Every year, the National Theatre for Children introduces tens of thousands of tamariki and rangatahi to their first experiences of performing arts, in way that speaks to them and their place in the world. In 2021-22, the company will be touring a favourite show: *Seasons*. This new iteration of a much-loved show will bring together an innovative approach to digital puppetry and soundscapes to bring the experience to life for a new generation of youngsters. For older children, *Story Studio Live*, a work that has been developed with young people to place children's voices at its heart will visit schools across the country. The show will explore through young people's eyes the way we and our planet interconnect, and how delicate that relationship truly is.



OUR PERFORMANCE is measured by our Key Result Indicators (KRI).

In 2021-22 we expect to:

- **Raise \$3.996m (28%) of our operating costs from trading initiatives and fundraising.**
- **Receive a 90% approval rating from our visitors for the quality of their experience at our institutions.**
- **Expand our reach via our websites and social media channels to engage with over 200,000 visitors.**
- **Attract over 480,000 on-site visitors, of which, around 38,000 will be children and young people visiting for a learning experience.**

OUR FINANCIAL PERFORMANCE Due to the impacts from COVID-19 and the expectation that international visitors will be significantly restricted for 2021-22, we are forecasting a break-even budget on the basis that \$0.917m is received from the Council's CCO Covid-19 Resilience Fund. The 2021-22 Budget is based on the following assumptions:

- Experience Wellington will receive \$10.561m from Council (\$7.875m in operating grants, \$0.917m from the CCO Covid-19 Resilience Fund, and \$1.769m accommodation rental subsidy) in 2021-22, for the operation of Experience Wellington inclusive of Space Place Te Ara a Whānui Ki Te Rangi. The \$0.184m annual cash underwrite for Space Place is additional to the operating grant and accommodational rental subsidy.
- There is a modest inflation-indexed increase to the prior financial year's operating grant, noting any new investment that does not align closely with Council's priorities is unlikely to be supported.
- Our 2021/22 visitor target is 480,420 people, representing an 84% increase on our 2020/21 forecast.
- Cruise ship business does not resume until Q3 2023.
- The Trans-Tasman air travel bubble mooted from Q1 will have a minimal effect on our visitor numbers.
- International borders are unlikely to open until Q3 2021-22 for restricted travel. Therefore, we anticipate significantly reduced non-cruise ship international visitors.
- Domestic visitors are expected to return to BAU levels.
- Regional education groups and national school groups are expected to return to BAU levels.
- Experience Wellington expect to generate \$3.996m non-Council revenue in 2021-22, representing a 14% increase on our 2020-21 forecast of \$3.511m, underscored by the Navigators Project, Hilma af Klint, and a more certain operating environment for domestic visitation. Retail offerings have been modified for the domestic market and are predicted to achieve \$0.621m.
- \$0.283m is realised from venue hire, based on a downturn in larger bookings.
- We achieve \$0.312m from sponsorship, \$0.258m via donations and \$1.328m in grant revenue. We expect to raise a further \$0.440m from general cultural and community grants. We expect 2021-22 fundraising (\$1.897m) to exceed 2020-21 (\$1.660m) by 14%, reflecting an improved operating environment, nil additional lockdowns, the Navigators and Hilma af Klint projects.
- Scheduling funding per the Creative NZ contract (\$0.533m) and the LEOTC contracts with the Ministry of Education (\$0.336m) will continue in 2021-22.
- Reduced access to, and delays receiving, international content.

The Forecast Financial Statements are provided in Appendix 1 (pages [24-27](#)). Accounting policies are provided in Appendix 2 (pages [28-32](#)).



ENRICHING LIVES

Wheako Pōneke
Experience Wellington

ENRICHING LIVES MEANS...

Our experiences spark emotion, curiosity and reflection: connecting communities, people and ideas.

We are proud to be the beating heart that nourishes the city and its people.

EXPERIENCE WELLINGTON FLOURISHES MEANS...

Our business is strong, future proofed, and true to our purpose, vision, and values.

We resource what's important for our organisation to thrive.



EXPERIENCE WELLINGTON FLOURISHES

Tukua kia rere
Allow to fly



EMBRACING TE AO MĀORI

Ma te huruhuru te manu ka rere
Adorn the bird with feathers so that it may fly

EMBRACING TE AO MĀORI MEANS...

We are committed to Te Tiriti o Waitangi and support tangata whenua as kaitiaki.

There is a Māori dimension to everything we do.



OUR PURPOSE

Working together with and for Wellington to create remarkable experiences that generate vitality, strengthening the city we love

OUR VISION

Engaged, curious communities



MAHITAHĪ

Ehara taku toa i te toa takitahi
My success is not mine alone, but of us all

MAHITAHĪ MEANS...

Our success comes from our combined expertise and strengths.

We are one team who have each other's backs.



COUNCIL'S EXPECTATIONS | He Kawatau o Te Kaunihera

Our response to Council's 2021-22 Letter of Expectation is drawn from our revised **2021-24 Strategic Plan** and reflects alignment with Council's goals for Wellington as being a people-centred, connected, dynamic, and sustainable central city. Our ability to respond to Council's expectations depends on our financial position.

Council's Expectations

Experience Wellington's Response

Local Government's Four Wellbeings	Our Alignment through our 2021-24 Strategic Plan
<p>Cultural Wellbeing</p> <p><i>An innovative, inclusive quirky city.</i></p> <p>Wellington is a vibrant, creative city with the energy and opportunity to collaborate, explore identities and openly express, preserve and enjoy their arts, culture and heritage.</p>	<p>Experience Wellington is a mainstay of the capital's arts, culture and heritage landscape. We are passionate about vibrant programmes that strengthen the city we love; reflecting and connecting our citizens. Our Enriching Lives pou has a strong audience focus, with our visitors at the heart of everything we do. We will continue to connect with communities onsite, through programmes such as Gallery Seniors and Gallery Babes at City Gallery Wellington, online and through our social media channels, and via outreach.</p> <p>Listening to what our audiences want and keeping our spaces current and exciting gives our visitors a reason to return. In 2021 we will be opening Te Wheke at Wellington Museum, a dynamic community space for creative enjoyment and participation for all ages. PlayHQ at Capital E develops themed safe learning spaces for our youngest tamariki, where the installation changes regularly. And of course, the exhibitions at City Gallery Wellington are constantly showcasing new talent.</p> <p>In response to the current environment, we will continue to actively support artists whose livelihoods have been affected by Covid-19.</p>
<p>Social Wellbeing</p> <p><i>A people friendly, compact, and accessible capital city.</i></p> <p>An inclusive, liveable and resilient city where people, mana whenua, Māori and communities can learn, are connected, well housed, safe and healthy.</p>	<p>Council's social wellbeing strongly aligns with our purpose: Working together, with and for Wellington, to create remarkable experiences that generate vitality: strengthening the city we love.</p> <p>We are active participants in the Council's consultations on the future of Te Ngākau Civic Square and Te Matapihi Central Library and use our ability to leverage funding to enhance and re-imagine Council's assets, such as Wellington Museum.</p> <p>Our Access & Inclusion Committee leads our organisation in continuously improving ways we can connect with new audiences to ensure that all visitors feel welcomed and accepted at our sites, without barriers to accessibility. While our Health, Safety & Wellbeing Committee ensures we are able to provide safe social spaces where audiences can continue to socially distance, while enjoying a sense of normality in public spaces.</p> <p>A strong part of our social wellbeing is the learning offerings we provide to tamarki and rangatahi, through works like the National Theatre for Children: Seasons & Story Studio 2021. School holiday programmes are also a regular feature at Wellington Museum and City Gallery Wellington to engage our youngest audiences, while providing parents with something new and exciting to keep their children entertained.</p> <p>Our Embracing Te Ao Māori pou aligns with Council's many initiatives to acknowledge Te Tiriti o Waitangi including Te Tauihu Te Reo Māori Policy. We strive to have a Māori dimension in everything we do, and we support Council's aspiration to be a Te Reo Māori city by 2040.</p>

<p>Economic Wellbeing</p> <p><i>A dynamic and sustainable economy.</i></p> <p>The city is attracting and developing creative talent to enterprises across the city, creating jobs through innovation and growth while ensuring what we make is being reused.</p>	<p>Under our pou, Experience Wellington Flourishes we strive for business sustainability, effective operating systems, financial viability, and nurturing stakeholder relationships.</p> <p>We will work alongside Council and WellingtonNZ to support our city as it rebounds from the effects of COVID-19. As active supporters of the artists and businesses that make up our ecosystem, we will continue to leverage funding and profile, attracting domestic visitors to ensure the city's reputation as the Arts Capital of New Zealand is retained.</p> <p>Part of our strategy to attract new visitors to Wellington is the high-value international art exhibition Hilma af Klint, which will draw audiences from all over Aotearoa. We will be partnering with Wellington NZ, the International Arts Festival, and local suppliers across the city to promote this unique event.</p>
<p>Environmental Wellbeing</p> <p><i>A sustainable, natural Eco city.</i></p> <p>A city where the natural environment is being preserved, biodiversity improved, natural resources are used sustainably, and the city is adapting to climate change – for now and future generations.</p>	<p>Our Experience Wellington Flourishes pou, not only covers business sustainability but also environmental sustainability. The impact we have on the environment around us is considered as part of our programme plan for every show or exhibition we create. Our Environmental Sustainability Committee lead and encourage initiatives for staff including environmental workshops, competitions and events, and actively support the reduction of waste and availability of recycling.</p> <p>We welcome the opportunity to work with Council's City Resilience and Sustainability Team, leveraging ideas and opportunities as to how together we can become more sustainable workplaces.</p>

Letter of Expectation	Our alignment through the experiences we provide
<p>Council is working on new strategies in the areas of economic development, arts and culture, and children and young people.</p> <p><i>Council plans to engage with the Trust in the development of these new strategies and the Trust will be part of the implementation of any new strategic outcomes.</i></p>	<p>We welcome Council's new strategies in the areas of economic development, arts and culture, and children and young people. Our team have been involved in the development and consultation regarding these strategies, with our Chief Executive sitting on the steering committee. We will align our work with the three new guiding documents.</p>
<p>Plans for fundraising for the Bond Store strengthening and redevelopment project, on the basis that this project receives funding through Council's 2021-31 Long Term Plan.</p> <p><i>Discuss plans for the Wellington Museum during the expected building closure for the construction works.</i></p>	<p>A proposal has been submitted to Council for consideration in the Long-Term Plan process to complete the earthquake strengthening and redevelopment of the visitor experience at Wellington Museum, giving new life to Council's category one heritage building, and ensuring its landmark status on the city's world-renowned waterfront.</p> <p>An integrated fundraising plan for exhibition content is underway. Our approach will include activity across fundraising revenue streams, including targeting the New Zealand Lottery Grants Board and other grant-giving bodies, as well as approaches to corporates and individuals.</p> <p>While strengthening is underway, the Wellington Museum team will launch <i>Leaving Home</i> - while the building is closed the Museum won't be. Wellington Museum will 'leave home' for the period of the building works while still 'sharing the stories and objects of Wellington' and being Wellington's Museum. The planning includes delivering more activities across our other Experience Wellington sites as well as outreach, and pop ups across the city through partnerships with other events and sites across the Wellington City Council network.</p>
<p>A focus on robust financial management and delivering services in a financially sustainable and affordable manner both for Council and for the Trust.</p>	<p>We are grateful for an inflation indexed increase on the current year's operating grant. We are aware that any new investment that does not align closely with Council's priorities is unlikely to be supported and appreciate the financial challenges that Council is facing due to COVID-19 revenue losses and essential investment across the city.</p> <p>In 2021-22 we will complete the implementation of our business systems projects: rolling out integrated CRM, retail and bookings software. Also, a new fundraising strategy will be launched, our procurement processes will be reviewed, and we will continue our review of systems and processes to ensure the most effective use of resources.</p>
<p>Improving accessibility to Council's activities and services will continue to be an immediate focus for the Council and it is expected that the Trust will continue to support this by planning to improve accessibility and its facilities where possible</p>	<p>Our Accessibility and Inclusion Committee lead our commitment to the principle that access is a human right not a privilege or favour, and that an environment of accessibility and inclusion has universal benefit.</p> <p>Experience Wellington has a kaupapa that enables and facilitates access and inclusion for visitors and staff. Initiatives include multi-language brochures, sign language introductions at each venue and a commitment to ensure that</p>

facilities, exhibitions, and public programmes are welcoming and accessible, accommodating all abilities.

Being accessible is a long-term commitment and an on-going process of improvement. We regularly undertake audits to improve facilities for staff and visitors. We are grateful to Council as buildings owner for its support.

As part of expanding our reach, we also continue to grow and develop our digital content, including new online offerings for schools.

Working in consultation with Blind Citizens Aotearoa, we have developed and completed a pilot programme for a City Gallery tour designed for the low vision community. If successfully received, the intention is to offer a low vision tour of each season of shows exhibited at City Gallery Wellington.

Work is underway with Altogether Autism to provide an appropriate introduction to City Gallery for the autistic community and carers. This includes a gallery map available at our front desk providing the locations of high sensory areas.

Our outreach to these communities ensures we are flexible and inclusive, and creating enriching connections.

Play an important role in supporting Council's Te Atakura First to Zero Strategy to support Wellington and Council's carbon reduction goal.

This will include working with Council on First to Zero waste minimisation plans and strategies.

We are pleased to have achieved Toitū Carbon Zero accreditation under Wellington City Council's programme and will continue to work with Council to meet the goals outlined in *Te Atakura, the First to Zero Policy* and look forward to working with Council on First to Zero waste minimisation plans and strategies.

A key contributor is the reduction in electricity use through Council & BECA's review of climate control systems at Wellington Museum and City Gallery Wellington. This project will continue at other Experience Wellington sites in 2021-22.

We are continuously looking at ways to reduce waste and increase recycling across the organisation. Initiatives like these are supported by our Environmental Sustainability Committee: passionate staff who promote environmental best-practice across Experience Wellington, encouraging staff to make sustainable choices.

Challenge us with ideas for the future of the Trust

Experience Wellington will continue to play a significant role in the city's ecosystem: driving events, adding vibrance, attracting talent and contributing to the 'Wellington story'.

Governance

As a leading governance group with the health, safety and wellbeing of our people of the utmost importance, the Board of Trustees is confident that it will comply with Council's expectations regarding legislative compliance including the Health and Safety at Work Act 2015. Our legislative compliance schedule is reviewed annually by the Board and our compliance is closely monitored through a rolling audit programme.

Our health and safety goal is a zero-harm culture and our Key Result Indicator is no notifiable incidents. We have adopted rigorous systems and processes to ensure Health and Safety compliance, and we work closely with Council to ensure that our approach is consistent with its expectations. This is particularly relevant in the context of building management where our Health and Safety obligations overlap.

The Board maintains a high degree of awareness of the legislation related to its activities. This includes a Health and Safety Management Framework that identifies and prioritises the management of critical areas of risk. This is regularly reviewed, monitored, and verified for effectiveness. Where Council and the Trust have shared responsibilities and overlapping duties, then all parties ensure there is effective consultation and co-operation to eliminate or minimise the risks and keep all those in the vicinity of our workplaces safe.

As requested in Council's Letter of Expectation, a skills matrix in relation to board composition has been created. A copy of this will be provided to Council by 31 March 2021 and updated annually thereafter.

The Sections on the Board's Approach to Governance ([page 20](#)) and Management, Organisational Health, Capability and Risk Assessment ([pages 22-23](#)) cover these expectations in more detail.

OPERATING ENVIRONMENT UPDATE | Te Taiao Laiane

Forecasting performance amid a pandemic is challenging with a number of unknowns impacting our operating environment. Overall a significant reduction in international visitation and associated visitor spend is predicted. In planning for events and programmes, we continue to factor in the possibility of changing advice on public health measures, such as social distancing guidelines. Following consultation with Wellington NZ, we note the following as part of our visitor forecasts:

- Our domestic and education visitors to return to BAU levels from July 2021 (Q1).
- Cruise ship visitors are not expected to return until summer of 2022-23, with small ships likely to return first.
- The impact of a Trans-Tasman bubble opening at the beginning of Q1 (July 2021) will be minimal. The initial influx of Australian visitors is anticipated to be travelling for family or business purposes. International borders may open toward the end of 2021, again with initial numbers of tourists to Wellington being small. We have therefore modelled 20% of typical non-cruise ship international tourists returning across Q3 & Q4.

Resurgence of COVID-19, delays to vaccine rollout, border opening, or the international vaccine passport system could all affect the expectations underpinning this Statement of Intent. We remain alert to the possibility of further lockdowns, so our digital offerings are a significant aspect of our delivery for 2021-22 and beyond. The fundraising landscape is also uncertain. COVID-19 has sparked a number of novel funding opportunities - however, the initial trend of untagged recovery funds has shifted to project or innovation-based ones which does not address our core operating challenges. We also acknowledge the impact that this changed operating environment has had on many artists and businesses. As a leader in Wellington's arts, culture and heritage sector, we will take a 'Wellington first' approach to our decision-making in order to maximise our contribution to the capital's creative ecosystem.

In spite of this, the year ahead presents many opportunities for Experience Wellington to work with partners and stakeholders to influence the future of the city as seminal projects start to take shape:

- We are committed to ensuring that Te Ngākau Civic Square reclaims its status as the heart of the city and will continue to be involved in its master-planning. However, we note that construction work will be a feature of Te Ngākau Civic Square for the next five years, which brings ongoing wayfinding and operational challenges to City Gallery. Our goal remains to deliver a vibrant gallery programme that encourages people to visit and enlivens the square, and we will maintain a dialogue with Council about actions to ameliorate this.
- Council's visioning process for a reimagined Te Matapihi Central Library including a possible permanent home for Capital E Nōku Te Ao is a collaborative approach that draws together Experience Wellington and Council expertise. This project presents a wealth of possibilities for Wellington's youngest citizens with potential to deliver a truly innovative approach. The path we take together will guide Experience Wellington's offering for children and young people until 2025 when Te Matapihi opens, as we pilot new ways of working.
- With the possible closure of Wellington Museum Te Waka Huia o Ngā Taonga Tuku Iho for earthquake strengthening, the two-year-long 'Leaving Home' project will ensure that there is still access to Wellington's heritage collections and stories while the building is closed. To prepare for this, during 2021-22 we will build a network of partners to help us deliver the Museum's activities via outreach and pop ups across the city: a unique, community-focussed approach to our work that will strengthen our collaborative base. However, closing the Museum will affect our revenue-generating capability for the duration of the construction work.

We welcome opportunities to engage with Council and our CCO colleagues to support this mahi and reflect Council's new Aho Tini, economic development & children & young people's strategies. With Council's support, we remain committed to providing remarkable experiences of contemporary art, history, and science for our visitors to explore our Wellington stories and the southern skies, and to bring out their creativity and spark learning.

PERFORMANCE MEASUREMENT | Paearu Mahi

We will continue to refine performance measurement over the planning period to better reflect the needs of stakeholders for information that helps to assess the impact Experience Wellington makes on Wellington's prosperity and liveability. Any changes will be made in consultation with Council.

The impacts of COVID-19 on visitation and our financial position are reflected in the following performance measures.

Note: The necessary earthquake strengthening and upgrade of Wellington Museum would mean a period of closure of two years which would affect visitation results and revenue generation. Impacts from the proposed closure are not reflected in the numbers presented below.

Our City

Key Result Indicators

City Residents' Awareness: The number of Wellingtonians who know about our institutions as assessed through the Annual Residents' Survey conducted by Council.

Residents' Awareness	2019-20 Actual	2020-21 SOI	2021-22	2022-23	2023-24
City Gallery Wellington	89%	95%	95%	95%	95%
Wellington Museum	91%	95%	95%	95%	95%
Capital E	75%	90%	90%	90%	90%
Cable Car Museum	93%	95%	95%	95%	95%
Space Place	89%	92%	92%	92%	92%
Nairn Street Cottage	50%	54%	54%	54%	54%

Our Visitors

Key Result Indicators

Physical Visitation: The total number of on-site visits to institutions including general public, education and function attendees. The annual target is reviewed each year and benchmarked against the average visitation for the institution during the previous three years. Due to border closures we are expecting negligible international visitors for the 2021-22 year.

Visitor Numbers	2019-20 Actual	2020-21 SOI	2021-22	Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	2022-23	2023-24
City Gallery Wellington	111,365	56,200	150,250	25,000	34,750	67,500	23,000	112,700	114,900
Wellington Museum	100,165	56,000	100,000	23,000	27,000	30,000	20,000	110,000	120,000
Capital E	86,821	45,500	59,770	17,400	16,000	11,370	15,000	100,000	70,000
Cable Car Museum	192,915	79,000	125,000	25,000	35,000	45,000	20,000	152,000	175,000
Space Place	43,449	24,000	44,000	11,000	10,500	12,000	10,500	46,500	50,000
Nairn Street Cottage	706	1,000	1,400	0	400	600	400	1,600	1,800
Experience Wellington Total	535,421	261,700	480,420	101,400	123,650	166,470	88,900	522,800	531,700

Adjustments to visitation reflect the impact of Covid-19 - rescheduling the 3rd high value art exhibition and construction works on Te Ngākau Civic Square. The 10th Capital E National Arts Festival for Children will take place in 2023 deferred from 2021.

Virtual Visitation: The total number of unique user visits to institutional web/mobile sites.

Virtual Visitor Numbers	2019-20 Actual	2020-21 SOI	2021-22 SOI	2022-23	2023-24
City Gallery Wellington	86,579	78,000	90,000	80,800	81,610
Museums Wellington	110,444	110,000	100,000	101,000	102,010
Capital E	34,990	35,000	38,000	38,380	38,765
Experience Wellington Total	232,013	223,000	218,000	220,180	222,385

Social Media Profile: A snapshot of Facebook friends, Instagram and Twitter followers.

Social Media Numbers	2019-20 Actual	2020-21 SOI	2021-22	2022-23	2023-24
City Gallery Wellington	41,078	41,500	45,000	45,430	45,865
Museums Wellington	14,387	13,500	15,120	15,270	15,425
Capital E	9,123	9,500	10,000	10,100	10,200
Space Place	10,283	10,800	10,910	11,020	11,130
Experience Wellington Total	74,871	75,300	79,030	79,820	80,620

Quality of Visit: Visitor feedback based on comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.

Quality of the Visitor Experience	2019-20 Actual	2020-21 SOI	2021-22	2022-23	2023-24
City Gallery Wellington	85%	88%	88%	88%	88%
Wellington Museum	92%	90%	90%	90%	90%
Capital E	93%	90%	90%	90%	90%
Cable Car Museum	78%	80%	80%	80%	80%
Space Place	91%	90%	90%	90%	90%
Nairn Street Cottage	98%	90%	90%	90%	90%

Children & Young People Visiting for a Learning Experience: The number of students (aged 0-18 years) participating in a learning experience organised by their education provider. After a disruptive 2020-21 year, we are now expecting school visitation to return to “normal” from Q1 of 2021.

Learning Experience Visitors	2019-20 Actual	2020-21 SOI	2021-22	2022-23	2023-24
City Gallery Wellington	2,410	4,500	4,500	4,500	4,500
Museums Wellington	3,136	3,500	7,000	7,000	7,000
Capital E	31,995	10,000	23,400	36,200	23,400
Space Place	4,585	3,000	3,500	3,500	3,500
Experience Wellington Total	42,126	21,000	38,400	51,200	38,400

Figures include curriculum aligned learning experiences which are supported by the Ministry of Education through its LEOTC programme and self-directed and outreach learning experiences. The 10th Capital E National Arts Festival for Children will take place in 2023 deferred from 2021 owing to COVID-19 increasing visitation in that year. Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.

Our Sustainability, Key Result Indicators

Financial Performance: We are initially forecasting a deficit budget for 2021-22 of \$917k due to the impact of Covid-19 and will be seeking support from WCC to cover this shortfall.

Non-Council Revenue: The total amount of revenue (net of costs) generated from non-Council sources:

Trading includes admissions, retail, venue hire, sub-letting, and interest.

Fundraising includes donations, sponsorships, other grants and cultural grants (CNZ and MoE for LEOTC). Retail sales and venue hire are significantly reduced in line with forecast visitation.

Trading (\$'000)	2019-20 Actual \$000	2020-21 SOI \$000	2021-22 \$000	2022-23 \$000	2023-24 \$000
City Gallery Wellington	235	99	740	120	219
Museums Wellington	808	144	536	398	754
Capital E	297	127	138	338	277
Space Place	469	136	490	300	438
Sub Total	1,808	506	1904	1156	1688
Sub-letting, Interest & Other	932	30	30	30	30
Experience Wellington Total	2,741	536	1934	1186	1718
Fundraising (\$'000)	2019-20 Actual \$000	2020-21 \$000	2021-22 \$000	2022-23 \$000	2023-24 \$000
City Gallery Wellington	165	395	560	198	198
Museums Wellington	152	100	116	99	99
Capital E	534	942	623	602	602
Space Place	81	485	78	78	78
Trust Office	0	0	520	543	543
Experience Wellington Total	932*	1,921	1,897	1520	1520

*Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.

The 10th Capital E National Arts Festival for Children will take place in 2023 deferred from 2021 owing to COVID-19, increasing visitation in that year.

The trading figures from 2020 are shown net of cost of sales.

Spend per Visitor: Visitor related revenue.

Spend per Visit (\$)	2019-20 Actual \$	2020-21 SOI \$	2021-22 \$	2022-23 \$	2023-24 \$
City Gallery Wellington	2.11	1.76	4.93	1.06	1.91
Museums Wellington	2.75	1.06	2.37	1.51	2.54
Capital E	3.42	2.79	2.31	3.38	3.96
Space Place	10.79	5.67	11.14	6.45	8.76
Experience Wellington Total	3.38	1.93	3.96	2.21	3.17

Museums Wellington includes Wellington Museum, Cable Car Museum and Nairn Street Cottage.

Capital E will present the Capital E National Arts Festival for Children in 2022-23.

Our People

Key Result Indicators

Health and Safety: No notifiable incidents involving workers or visitors as defined by the Health and Safety at Work Act 2015.

Number of Notifiable Incidents	2019-20 Actual	2020-21 SOI	2021-22	2022-23	2023-24
Experience Wellington Total	0	0	0	0	0

Staff Satisfaction: At least 80% of staff are engaged with the organisation as indicated through the annual Staff Engagement Survey.

Staff Satisfaction	2019-20 Actual	2020-21 SOI	2021-22	2022-23	2023-24
Experience Wellington Total	%	77%	80%	80%	80%

Our Heritage

Key Result Indicators

Collection Development: Our Heritage Collections contribute to our understanding of Wellington's identity; its history, art and creativity which include visitors to some of Wellington's most important heritage sites (see Visitor Number KRI).

Collection Development	2019-20 Actual	2020-21 SOI	2021-22	2022-23	2023-24
New to the Collection	25	200	100	100	100
Collection Assessment	2,189	800	800	800	800
Collection Accessibility	7%	10%	10%	10%	10%

New to the Collection: Commissions, acquisitions or donations of an item or a collection of items that have been accessioned into the collection.

Collection Assessment: The number of items (individual or type e.g. lifebuoys) that are reviewed for retention or disposal.

Collection Accessibility: The % of the Collection that is on display, on loan, used for research purposes or accessed through other mediums such as online.

Council's Subsidy per Visit

The Council subsidy per physical visitor (excluding online engagement) is calculated first by dividing the number of forecast visits into the operating grant received from Council (Table 1). Council's ownership costs such as insurance, maintenance and depreciation are then added (Table 2) to provide an estimate of the full subsidy per visit. The information regarding ownership costs is supplied by Council.

Table 1: Operating subsidy per visit

Subsidy per Visit (\$)	2019-20 Actual \$	2020-21 SOI \$	2021-22 \$	2022-23 \$	2023-24 \$
City Gallery Wellington	22.07	43.34	17.64	22.10	21.43
Museums Wellington	7.25	15.52	10.15	8.19	7.19
Capital E	21.74	39.26	32.52	18.26	25.79
Space Place	12.63	23.56	8.85	8.37	7.79
Experience Wellington Total	14.55	29.47	18.30	15.84	15.41

Subsidy per Visit forecast is based on the probable percentage of the operating grant received from Council as follows:

City Gallery Wellington – 30%

Museums Wellington (Wellington Museum, Cable Car Museum and Nairn Street Cottage) – 26%

Capital E – 22%

Space Place – 4.9% plus the cash underwrite

Central services provided through the Executive Office – 17.1%

Capital E will present the Capital E National Arts Festival for Children in 2022-23.

Table 2: Full subsidy per visit inclusive of Council's ownership costs

Full Subsidy per Visit (\$)	2019-20 Actual \$	2020-21 SOI \$	2021-22 \$	2022-23 \$	2023-24 \$
City Gallery Wellington	24.20	46.87			
Museums Wellington	10.49	16.79			
Capital E	23.25	42.46			
Space Place	20.60	23.56			
Experience Wellington Total	20.00	31.93			

Council's estimated ownership costs are supplied by Council.

The 10th Capital E National Arts Festival for Children will take place in 2023 deferred from 2021 owing to COVID-19.

BOARD'S APPROACH TO GOVERNANCE | Ta Poari Rapunga Whakaaro

Trustees are appointed by Council and are standard-bearers for our vision. The Board is responsible for setting the strategic direction and approving the Statement of Intent (SOI) and the Strategic Plan. The Board monitors organisational performance, the organisation's on-going viability and the maintenance of its competitiveness. It delegates the day-to-day operation to the Chief Executive, who reports to the Board.

The Board meets no fewer than nine times per year and operates three committees (listed below) which review relevant matters prior to consideration by the full Board. In addition, the Board will convene *ad hoc* working groups to consider specific issues. Guidance in specialist areas is also provided as appropriate.

Board Committees

Audit and Risk (A&R) Committee assists the Board in carrying out its duties regarding financial reporting, risk management and legislative compliance.

Chief Executive Performance and Remuneration (CEP&R) Committee to advise the Chair in connection with the performance and remuneration of Experience Wellington's Chief Executive.

People, Performance and Safety (PPS) Committee supports the Chief Executive in carrying out their responsibilities as the employer of all staff and assists the Board to meet its due diligence responsibilities regarding Experience Wellington's compliance with the Health and Safety at Work Act 2015.

Board Membership

Trustee	Term Expires	Committees
Jane Wrightson, Chair	31 December 2021	Chair CEP&R and <i>ex officio</i> of PPS and A&R
Rachel Farrant	31 December 2021	Chair A&R and member of CEP&R
Peter Jackson	31 May 2022	Chair PPS
Peter Johnston	31 May 2022	Member of A&R, and CEP&R
Diane Calvert	31 October 2022	

Board Performance

The Board strives to meet best practice governance standards and will undertake an annual review of the overall Board, individual Trustees, and the Chair's performance, and report to the Chief Executive of Council by 30 September 2021.

COUNCIL RELATIONSHIP PRINCIPLES | He Mātāpono

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

- Operating on a “no surprises” basis so that any significant event that may affect either party is brought to their attention as soon as it can be reasonably done.
- Open and frank communication will occur between Experience Wellington and Council.
- Provide advice to Council on the management and development of museums, art galleries, space science and other relevant services within Wellington.
- Full disclosure of information will be provided to Council from Experience Wellington as deemed necessary by Council to ensure its interests are upheld.
- Disclosing within the Experience Wellington’s Strategic Plan any significant transactions that are planned.

MANAGEMENT, ORGANISATIONAL HEALTH, CAPABILITY AND RISK ASSESSMENT | Te Ora o Wheako Pōneke

Management

Our values: *Connected, Quality First, Boldness and Leading* are the quadrants of our balanced scorecard and describe the strategies, performance monitoring and reporting that together describe how we wish to go about our business and how we measure performance and success. Central to this is the ability to create and sustain an operating environment that supports the achievement of a high performing organisation.

Led by the Chief Executive, our Executive Leadership Team (ELT) work across our organisation to grow and develop our unique brand and visitor experiences for our audiences. We have a strong sense of collective responsibility, working together as one team for Experience Wellington's success.

Each ELT member leads a specialised team to support and retain our unique identities, from the content we share with our audiences through to the engagement programmes and events we provide; from capturing audience feedback to the way we generate revenue and host our experiences. Having every employee connect their mahi to our strategy and purpose is fundamental to the success of our organisation.

Organisational Health and Wellbeing

We are committed to continuous improvement of our organisation effectiveness with the objective of being an employer of choice demonstrating whanaungatanga.

Our wellbeing strategy aims to build a positive working environment. We have invested in training to support managers navigating wellbeing with their teams, and to increase awareness and skill including mental health training programmes.

Our people remain our greatest asset and in response to the COVID-19 crisis we have managed and implemented plans responding to the risks and needs of wellbeing, health and safety. These plans have included mechanisms to support remote working, redeployment to alternate work programmes, and considered health and safety procedures at each Alert Level.

Capability

Our commitment to presenting thought-provoking and entertaining visitor experiences relies on our staff who bring to their work: leadership; strategic thinking; knowledge of heritage collections, art, science and creativity; commitment to audiences; networks and contacts; and professional standards.

We are a highly motivated organisation and rely on our workforce to be flexible and to go the extra mile. Our Executive Team is highly experienced in their respective fields.

Training and professional development is a priority and an annual resource is set aside for this purpose.

We are committed to the principle of collaboration and shared services and we are committed to working with Council, its associated organisations, and sector partners.

Risk Management and Business Continuity

Our Risk Profile is reviewed regularly and identifies events and or circumstances and the impact that these have on our operation using a system that ranks the probability and level of impact of the event. It includes risk management strategies such as recovery plans for specific events which carry high risk values.

Our ability to continue to operate following a major event will depend on factors outside of our control such as the extent of material damage to buildings. Business Continuity Plans are being developed at all sites.

We acknowledge that under the Health and Safety at Work Act 2015 we share Person Conducting a Business or Undertaking (PCBU) responsibilities with Council regarding Council buildings we manage and occupy.

Assessed risks which carry a lower risk value tend to be within our operational purview except for risks associated with buildings maintenance and plant performance issues which are Council's responsibility. Building and plant issues that are likely to affect business continuity or present a risk to health and safety of workers and visitors are immediately brought to Council's attention.

Insurance

We have adequate insurance cover to meet specific business needs and deductibles are in line with generally accepted risk management principles and affordability.

APPENDIX 1: FORECAST FINANCIAL STATEMENTS |
ĀpitiHanga 1: He Matapae Mō Ngā Tauāki Pūtea

FORECAST FINANCIAL STATEMENTS

Forecast	STATEMENT OF FINANCIAL PERFORMANCE	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/21	Experience Wellington Total (\$'000)	30/09/21	31/12/21	31/03/22	30/06/22	30/06/22	30/06/23	30/06/24
Revenue								
984	Trading Income (Net)	256	380	433	367	1436	869	1,269
7,794	Council Operating Grant	1969	1969	1969	1969	7875	8,033	8,194
950	Council Resilience Fund	200	200	200	317	917	250	0
1,769	Council Rental Grant	442	442	442	442	1769	1,769	1,769
1,452	Grants	336	328	326	338	1328	1,312	1,312
208	Sponsorships and Donations	88	47	32	404	569	208	208
1	Investment Income	11	4	11	4	30	30	30
187	Other Income	23	73	21	205	321	338	338
13,345	Total Revenue	3,325	3,443	3,434	4,046	14,245	12,809	13,120
Expenditure								
6961	Employee Costs	1842	1841	1850	1852	7385	6,750	6,810
1339	Council Rent	335	335	335	335	1339	1,339	1,339
2207	Exhibitions & Programmes	490	296	522	1239	2547	1,815	2,066
400	Marketing & Promotions	131	133	132	132	528	485	485
1233	Occupancy Costs (excluding Council Rent)	284	293	392	397	1341	1,366	1,366
101	Communication Costs	19	19	19	19	101	76	76
96	Trustee Fees & Expenses	24	24	24	24	94	94	94
207	Technology Costs	30	30	30	30	119	119	119
120	Professional Fees	26	26	26	26	103	77	77
169	Administration Expenses	46	46	42	43	175	175	175
512	Depreciation	128	128	128	128	513	513	513
0	Interest	0	0	0	0	0	0	0
13,345	Total Expenditure	3,355	3,171	3,500	4,225	14,245	12,809.00	13,120.00
0	Net Surplus/(Deficit) before Taxation	(30)	272	(66)	(179)	0	0	0
0	Taxation Expense	0	0	0	0	0	0	0
0	Net Surplus/(Deficit)	(30)	272	(66)	(179)	0	0	0
0	Operating Margin	(0.9%)	0	(1.92%)	(4.42%)	0	0	0

There has been a reallocation of costs from Exhibitions & Programmes to Employee Costs following a legal review where the status of a number of casual contractors has been changed to part-time employees.

30/06/21	Experience Wellington Total (\$'000)	30/09/21	31/12/21	31/03/22	30/06/22	30/06/22	30/06/23	30/06/24
Shareholder/Trust Funds								
2,390	Share Capital/Settled Funds	2,390	2,390	2,390	2,390	2,390	2,390	2,390
0	Revaluation Reserves	0	0	0	0	0	0	0
447	Restricted Funds	447	447	447	447	447	447	447
1,881	Retained Earnings	1,851	2,123	2,057	1,881	1,881	1,881	1,881
4,718	Total Shareholder/Trust Funds	4,688	4,960	4,894	4,718	4,718	4,718	4,718
Current Assets								
40	Cash and Bank	40	40	40	40	40	40	40
600	Accounts Receivable	435	770	631	600	600	325	325
189	Other Current Assets	186	191	184	189	189	150	150
829	Total Current Assets	661	1,001	855	829	829	515	515
Investments								
1438	Deposits on Call	2677	980	2883	738	738	930	930
0	Other Investments	0	0	0	0	0	0	0
1,438	Total Investments	2,677	980	2,883	738	738	930	930
Non-Current Assets								
4335	Fixed Assets	4335	4335	4335	4,335	4335	4335	4,335
260	Other Non-current Assets	260	260	260	260	260	260	260
4,595	Total Non-current Assets	4,595	4,595	4,595	4,595	4,595	4,595	4,595
6,862	Total Assets	7,933	6,576	8,333	6,162	6,162	6,040	6,040
Current Liabilities								
1826	Accounts Payable and Accruals	2923	1295	3129	1122	1122	1000	1,000
318	Other Current Liabilities	322	321	310	322	322	322	322
2,144	Total Current Liabilities	3,245	1,616	3,439	1,444	1,444	1,322	1,322
Non-Current Liabilities								
0	Loans - WCC	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0
0	Other Non-Current Liabilities	0	0	0	0	0	0	0
0	Total Non-Current Liabilities	0	0	0	0	0	0	0
4,718	Net Assets	4,688	4,960	4,894	4,718	4,718	4,718	4,718
0.39	Current Ratio	0.20	0.62	0.25	0.57	0.57	0.39	0.39
0.69	Equity Ratio	0.59	0.75	0.59	0.77	0.77	0.78	0.78

Forecast	STATEMENT OF CASH FLOWS	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/21	Experience Wellington Total (\$'000)	30/09/21	31/12/21	31/03/22	30/06/22	30/06/22	30/06/23	30/06/24
Operating Cash Flow								
<i>Cash provided from:</i>								
984	Trading Receipts	256	380	433	367	1,436	869	1,269
10,513	WCC Grants	4,580	642	4,580	759	10,561	10,052	9,963
1,002	Other Grants	336	328	326	338	1,328	1,312	1,312
208	Sponsorships and Donations	88	47	32	402	569	208	208
1	Investment Income	11	4	11	4	30	30	30
187	Other Income	23	73	21	204	321	338	338
12895		5294	1474	5403	2074	14245	12,809	13,120
<i>Cash applied to:</i>								
6,961	Payments to Employees	1,842	1,841	1,850	1,852	7,385	6,750	6,810
5,756	Payments to Suppliers	2,085	1,202	1,522	2,235	7,047	5,354	5,797
0	Net GST Cash Flow	0	0	0	0	0	0	0
0	Interest Paid	0	0	0	0	0	0	0
12,717		3,927	3,043	3,372	4,087	14,432	12,104	12,607
178	Total Operating Cash Flow	1,367	(1,569)	2,031	(2,016)	(187)	705	513
Investing Cash Flow								
<i>Cash provided from:</i>								
6	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
6		0	0	0	0	0	0	0
<i>Cash applied to:</i>								
					0			
259	Purchase of Fixed Assets	128	128	128	129	513	513	513
0	Other	0	0	0	0	0	0	0
259		128	128	128	129	513	513	513
(253)	Total Investing Cash Flow	(128)	(128)	(128)	(129)	(513)	(513)	(513)
Financing Cash Flow								
<i>Cash provided from:</i>								
0	Drawdown of Loans	0	0	0	0	0	0	0
0	Other WCC Financing	0	0	0	0	0	0	0
0		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
(75)	Net Increase/(Decrease) in Cash Held	1239	(1,697)	1903	(2,145)	-700	192	0
1,553	Opening Cash Equivalents	1,478	2717	1020	2923	1478	778	970
1478	Closing Cash Equivalents	2717	1020	2923	778	778	970	970

The closing cash needs to include \$478k of tagged funds that if not used for earthquake strengthening will need to be repaid to MCH.

Forecast	CASH FLOW RECONCILIATION	Budget	Budget	Budget	Budget	Total	Total	Total
30/06/21	Experience Wellington Total (\$'000)	Qtr to	Qtr to	Qtr to	Qtr to	YE	YE	YE
		30/09/21	31/12/21	31/03/22	30/06/22	30/06/22	30/06/23	30/06/24
0	Operating Surplus/(Deficit) for the Year	(30)	272	(66)	(179)	0	0	0
<i>Add Non-Cash Items:</i>								
512	Depreciation	128	128	128	128	513	513	513
0	Other	0	0	0	0	0	0	0
512		98	400	62	(51)	513	513	513
Movements in Working Capital								
(278)	(Increase)/Decrease in Receivables	165	(335)	139	31	0	275	0
6	(Increase)/Decrease in Other Current Assets	3	(5)	7	(5)	0	(39)	0
201	Increase/(Decrease) in Accounts	0	0	0	4	0	78	0
(263)	Increase/(Decrease) in Other Current Liabilities	1,101	(1,629)	1,823	(1,995)	(700)	(122)	0
(334)		1269	(1,969)	1969	(1,965)	-700	192	0
Net Gain/(Loss) on Sale:								
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
178	Net Cash Flow from Operations	1,367	(1,569)	2,031	(2,016)	(187)	705	513

APPENDIX 2: ACCOUNTING POLICIES | ĀpitiHanga 2: Nga Ture Kaute

Significant Accounting Policies

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

1. Reporting entity

The Wellington Museums Trust Incorporated, trading as Experience Wellington, is a Registered Charity CC22571 under the Charities Act 2005. It is a Council Controlled Organisation (CCO) in terms of the Local Government Act 2002.

The forecast financial statements of Experience Wellington for 2020-21 onwards includes the activities of the following business units - the Experience Wellington Executive Office, Capital E, City Gallery Wellington, Museums Wellington covering Wellington Museum, Nairn Street Cottage, the Wellington Cable Car Museum, and Space Place at Carter Observatory.

The principal activity of Experience Wellington is to develop and manage Institutions and to operate them for the benefit of the residents of Wellington and the public generally. For the purposes of financial reporting, Experience Wellington is a public benefit entity (public sector).

Experience Wellington has no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

2. Basis of preparation

a) Statement of compliance and basis of preparation

The forecast financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZGAAP). They comply with Tier 2 PBE Accounting Standards (Public Sector) and disclosure concessions have been applied.

Experience Wellington has elected to report in accordance with Tier 2 PBE Accounting Standards (Public Sector) on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$30 million.

b) Basis of measurement

The forecast financial statements are prepared on the historical cost basis.

c) Presentation currency

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

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 Experience Wellington 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 are artefacts that are of cultural or historical importance. A substantial amount of Experience Wellington's Collections were acquired on 29 February 1996 from the Wellington Maritime Museum Trust (WMMT) with others added either as gifts or purchases since 1996. Collections are carried at historic cost as assessed at the time of transfer from the WMMT. All subsequent acquisitions to the collections are recorded at cost if purchased. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition. Where the fair value of the assets is not able to be reliably measured, they are recorded at nil. Because the useful life of the collections is indeterminate, they are not depreciated.

An external valuation of the Collections from an independent valuer is obtained on a periodic basis to ensure that the carrying value of the Collections that are held at cost does not exceed their fair value.

The Trustees obtained a valuation at 30 June 2014 and have confirmed that the carrying value at 30 June 2019 is appropriate and that no impairment has occurred.

c) Intangible assets

Computer software

Software applications that are acquired by Experience Wellington 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 Experience Wellington'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 for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is also recognised in the surplus or deficit.

h) Employee benefits

Long service leave: Experience Wellington'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 Statement of Financial Position date.

i) Provisions

A provision is recognised when Experience Wellington 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.

j) Trade and other payables

Trade and other payables are stated at cost.

k) Revenue

(i) Funding

Experience Wellington's activities are supported by grants, sponsorship, admissions and other trading activities. Grants received that have an obligation in substance to return the funds if conditions of the grant are not met are initially recognised as a liability and revenue is recognised only when the services are performed, or conditions are fulfilled.

Funds received that have no such obligation attached and merely a restriction imposed on the use of funds, are recognised as revenue when they become available.

(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) Donations

Cash donations from the community are recognized in the Income Statement at the point at which they are received into Experience Wellington's bank account.

(iv) 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.

l) 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.

m) Availability of future funding

Experience Wellington 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 Experience Wellington was 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 realized other than at the amounts stated in the balance sheet. In addition, Experience Wellington may have to provide for further liabilities that might arise, and to reclassify property, plant and equipment as current assets.

n) Income tax

Experience Wellington is a Registered Charity and is exempt from income tax. Experience Wellington 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.

o) 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

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

5. Activities for which compensation from Council is sought

Experience Wellington seeks funding of \$7,720K for the core operation including Space Place at Carter Observatory and an accommodation rental subsidy of \$1,769K for the 2020-21 financial year and an extension of the Wellington Museums Trust Funding Deed executed on 28 October 1999 in accordance with clause 5.2 of the Deed.

6. Ratio of Shareholders' funds to total assets

Based on the forecasted Statement of Financial Position as at 30 June 2020 the ratio of shareholders' funds to total assets is 0.73 and this is maintained in the forecasted Statement of Financial Position as at 30 June 2021.

7. Significant Obligations/Contingent Liabilities

Experience Wellington currently holds no cash reserves to meet operational requirements and to mitigate risks.

Experience Wellington has no contingent liabilities.

8. Distribution to Settlor

Experience Wellington does not make a distribution to the Settlor.

APPENDIX 3: COUNCIL LETTER OF EXPECTATION |
Āpitianga 3: He Pānui o Kawatau ō Te Kaunihera

22 December 2020

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Jackie Lloyd
Chair
Wellington Museums Trust
PO Box 893
WELLINGTON 6140

By email only: jackie.lloydnz@gmail.com

Dear Jackie

Re: 2021/22 Statement of Intent and Wellington City Council Expectations

Once again, I would like to acknowledge the dedication and effort of all of your staff and volunteers across our WCC CCO whanau during 2020. I want to particularly thank you for the care you showed for the wellbeing of your staff during this stressful time. Together you moved your organisations to a level four lockdown at short notice. Your ability to reopen safely as we moved to lower alert levels gave our community a much-needed sense of normality and created spaces for us to begin to come together once more as a city. I'm deeply grateful for the contribution you made to the social wellbeing of our residents this year, over and above the usual benefits you deliver to our city.

Throughout all of this, you responded with innovation to seize new opportunities presented by this crisis, such as delivering greater online engagement, finding ways to operate more efficiently, and pivoting to target local audiences. This creativity and flexibility has contributed to all of our CCOs being ahead of their COVID-19 affected targets for this financial year.

As we look to the future to plan for 2021/22 we will need you to continue showing this same can-do attitude to tackle the challenges of managing both the immediate responses to the pandemic and the longer-term economic recovery.

Council is committed to building on Wellington's strengths as a wild, creative, and quirky city. Our 2021-31 Long Term Plan will focus on our vision for *Wellington 2040: An inclusive, creative capital where people like to live – inclusively and sustainably*. The community outcomes underpinning this vision include:

- **Environmental wellbeing:** *A sustainable, natural Eco city.* A city where the natural environment is being preserved, biodiversity improved, natural resources are used sustainably, and the city is adapting to climate change – for now and future generations.
- **Social wellbeing:** *A people friendly, compact, and accessible capital city.* An inclusive, liveable and resilient city where people, mana whenua, Maori and communities can learn, are connected, well housed, safe and healthy.
- **Cultural wellbeing:** *An innovative, inclusive quirky city.* Wellington is a vibrant, creative city with the energy and opportunity to collaborate, explore identities and openly express, preserve and enjoy their arts, culture and heritage.

- **Economic wellbeing:** *A dynamic and sustainable economy.* The city is attracting and developing creative talent to enterprises across the city, creating jobs through innovation and growth while ensuring what we make is being reused.

I am excited to see how the Trust's plans will contribute to achieving these outcomes for our city. While this letter sets out the Council's expectations for the Trust in the coming year, I also invite you to challenge us with ideas you have for the future of the Trust. Our relationship is one of strategic partnership, and I believe that the process of setting your SOI should be one of conversation and co-creation. This conversation will need to take place within the context of the financial challenges that Council is facing due to COVID-19 revenue losses and essential investment across the city as we tackle historic underinvestment in key infrastructure, plan for population growth, increase resilience and transition to a low carbon city. This will require a focus on robust financial management and delivering services in a financially sustainable and affordable manner both for the Council and for the Trust.

The Trust should plan on receiving a modest inflation indexed increase on the current year operating grant. However, given the challenges facing Council, new investment that does not align closely with the Council's priorities is unlikely to be supported. Where the Trust is facing challenges to third party revenue or managing cost pressures over and above the Council operating grant, you will need to have robust plans to manage these pressures.

The Trust has an important role to play in the implementation of Te Atakura First to Zero strategy to achieve Wellington's carbon reduction goal (43% reduction by 2030) and the Council's carbon reduction goal (net zero by 2050). These goals cannot be achieved by Council or our CCOs alone. We will need to provide a leadership role and develop relationships with many other organisations across the city to achieve this transformational change. In many cases our CCOs have expertise on a low carbon journey that can help Council.

This will include working with the Council on First to Zero waste minimisation plans and strategies. The Trust will be expected to demonstrate how it plans to, or already contributes to Council achieving its targets for Te Atakura and waste minimisation.

Council is working on new strategies in the areas of economic development, arts and culture, and children and young people. Council plans to engage with the Trust in the development of these new strategies and the Trust will be part of the implementation of any new strategic outcomes.

Improving accessibility to Council's activities and services will continue to be an immediate focus for the Council and it is expected that the Trust will continue to support this by planning to improve accessibility at its facilities where possible.

The Trust's SOI should discuss its plans for fundraising for the Bond Store strengthening and redevelopment project, on the basis that this project receives funding through Council's 2021-31 Long-term Plan. It should also discuss the Trust's plans for the Wellington Museum during the expected building closure for the construction works.

Governance

The Council expects the Trust to maintain a high degree of awareness of legislation that is applicable to its activities and in particular on relevant Health and Safety legislation. While this is an enduring Council expectation, this needs to be a key focus given the amount of construction work happening at the Basin Reserve.

The Council expects the Trust to comply with its obligations under the Health and Safety at Work Act 2015. This includes having in place an effective health and safety management framework that identifies and

prioritises the management of critical areas of health and safety risk and that this management framework is reviewed, monitored and verified for effectiveness. Where the Council and the Trust have shared responsibilities and overlapping duties as they relate to the health and safety risks of the activities and services of the Trust and the Council, then all parties will ensure that there is effective consultation, co-operation and co-ordination of activities and responsibilities to eliminate or minimise the health and safety risks and that our organisations are aligned and influencing good outcomes that keep all those in or in the vicinity of our workplaces safe and free from harm.

The Trust board is expected to meet best practice governance standards and, in support of this, to undertake a performance review of the overall board, individual board members and the board chair. On completion of this review, the Council's Chief Executive should receive an update that describes the form the review took and the outcomes of the review in relation to the Council appointed Trustees. The review is to be completed by 30 September 2021.

It is good governance for an entity to maintain a skills matrix in relation to its board of directors or trustees. The link below is a useful document regarding creating and disclosing a board skills matrix (noting it is a Governance Institute of Australia publication). <https://www.asx.com.au/documents/asx-compliance/creating-disclosing-board-skills-matrix.pdf>

Council would like to receive a copy of the Trust's skills matrix by 31 March 2021 and updated annually thereafter.

Timetable

We look forward to receiving the Trust's draft Statement of Intent no later than 1 March 2021. Please refer to the reporting timetable attached for other reporting dates.

Should you have any queries or comments regarding this letter or wish to discuss the Council's strategies and the outcomes we are seeking in more detail, please contact Warwick Hayes in the first instance on 021 247 8377.

Yours sincerely



Cr Jenny Condie
Chair, Council-controlled Organisations Subcommittee
Ph: (021) 972 763
Email: jenny.condie@wcc.govt.nz

cc: Sarah Rusholme, Chief Executive
sarahr@experiencewellington.org.nz

EXPERIENCE WELLINGTON DIRECTORY |
Te papatohu ō Wheako Pōneke

Experience Wellington Executive Office

Level 8, AMI Plaza, 342 Lambton Quay
PO Box 893, Wellington
P: 04 471 0919
E: experience@experiencewellington.org.nz
www.experiencewellington.org.nz

City Gallery Wellington Te Whare Toi

'A contemporary art gallery with an international reputation the hub of art-life in New Zealand's capital'
Te Ngākau Civic Square
101 Wakefield Street
PO Box 893, Wellington
P: 04 913 9032
E: citygallery@experiencewellington.org.nz
www.citygallery.org.nz

Capital E Nōku Te Ao

'Ignites and fuels children's creative spark'
4 Queens Wharf
PO Box 893, Wellington
P: 04 913 3740
E: capitale@experiencewellington.org.nz
www.capitale.org.nz

Space Place Te Ara a Whānui Ki Te Rangi

'Transports visitors from Wellington to outer space.'
Botanic Gardens
PO Box 893, Wellington
P: 04 910 3140
E: spaceplace@experiencewellington.org.nz
www.museumswellington.org.nz/space-place

Wellington Museum Te Waka Huia o Ngā Taonga Tuku Iho

'Shares the stories and objects of Wellington'.
The Bond Store, Queens Wharf
PO Box 893, Wellington
P: 04 472 8904, F: 04 496 1949
E: museumswellington@experiencewellington.org.nz
www.museumswellington.org.nz/wellington-museum

Cable Car Museum

'Encourages visitors to explore and share the technology, history and experience of Wellington's Cable Car'
1 Upland Road
PO Box 893, Wellington
P: 04 475 3578
E: cablecar@experiencewellington.org.nz
www.museumswellington.org.nz/cable-car-museum

Nairn Street Cottage

'Illustrates the story of Wellington through the Wallis family.'
68 Nairn Street
PO Box 893, Wellington
P: 04 384 9122
E: cottage@experiencewellington.org.nz
www.museumswellington.org.nz/nairn-street-cottage

Plimmer's Ark Galleries

Old Bank Arcade (timbers *in situ*)

New Zealand Cricket Museum Ngā Taonga Kirikiti

The Old Grandstand, Basin Reserve
PO Box 578, Wellington
P: 04 385 6602
E: cricket@experiencewellington.org.nz
<http://nzcricketmuseum.co.nz/>

Note: The New Zealand Cricket Museum is currently closed for redevelopment.

Our Experiences

Space Place
Wellington Botanic Gardens, Kelburn

Wellington Museum
3 Jervois Quay, Queens Wharf

Capital E
4 Queens Wharf

Experience Wellington
Level 8
342 Lambton Quay

City Gallery Wellington
To Whare Toi
City Gallery Wellington
Civic Square,
101 Wakefield Street

Cable Car Museum
1A Upland Road, Kelburn

Nairn Street Cottage
68 Nairn Street, Mount Cook

NZ Cricket Museum
Old Grandstand, Basin Reserve
**The museum is closed from January 2019 until early 2020*

Map labels: Upland Rd, Kelburn Parade, Sarama Rd, The Terrace, Boulcott Street, Willis Street, Victoria Street, Wakefield St, Manners Street, Dixon Street, Chuznee Street, Vivian Street, Taranaki Street, Tony Street, Courtney Place, Kent Terrace, Cambridge Terrace, Webb Street, Aro Street, Brooklyn Rd, Nairn St, Lambton Quay, Adhesion Street, Jervois Quay, Cable St.