

STATEMENT OF INTENT 2017–2020

EXPRESSIONS WHIRINAKI ARTS AND ENTERTAINMENT CENTRE



PURPOSE STATEMENT

To engage, enrich, inspire and connect people with art, culture, recreation and heritage by providing a focal point for the Upper Hutt community.



FOREWARD

In Nina Simon's recent book 'The Art of Relevance' she explains the role of art centre and museums as 'places which gets people's attention, to walk in a door, to open their hearts... but that is also about making sure that what's on the other side of the door is relevant, powerful and meaningful'.

Here at Expressions Whirinaki I believe that our vision and our programmes are striking the very heart of that. The year ahead holds relevant exhibitions ranging from photos of the solar system captured by NASA, to the untold rugby stories of World War II. Our shows in the theatre range from the cultural mysticism of Moana Maniapoto to the glorious voice and outspoken humour of Anika Moa. Our classical offerings feature the rowdy Royal New Zealand Air Force Band as well as the intimate NZ String Quartet. This is our vision statement, to engage, enrich, inspire and connect people with art, culture, recreation and heritage in action, and this statement of intent outlines how we intend to achieve it.

Over the past three years Expressions Whirinaki has extended its reach out into the diverse community sectors as well as broadening its range of activities. Recent exhibitions have drawn new people through our doors and their feedback keeps us fresh and confident. As well as providing interesting points of focus for our local community we also aim to attract visitors from out of town. One month a visitor will see designer Versace garments, and the next, drawings of Hairy McLeay. You can experience New Zealand's finest piano players or a sing-along ukulele session in the foyer. In the Professionals Recreation Hall on a Monday night the model airplanes fly, whilst on the Tuesday it is the roller skates. That is one of the core strengths of the Centre, flowing from our combination of art, music, dance, theatre, sport social history and the rich context of the precious stories we tell.

We have more exciting exhibitions and events planned for the future. And we are also fundraising to expand the centre. The raising of three million for the extension is no mean feat, but with traditional Expressions pizzazz and passion, this will be a major focus of the year. As always we are grateful for the support and encouragement we receive from Upper Hutt City Council, the Councillors and Officers, our Iwi, Friends of Expressions the board and the Team at Expressions Whirinaki and all the communities that support and encourage our efforts.

Peter Richardson

Chairman



CONTEXT

Expressions Whirinaki Arts and Entertainment Centre (the Centre) is owned by the Upper Hutt City Council (the Council). It is leased to, and operated under contract by a not-for-profit Council Controlled Organisation, the Expressions Arts and Entertainment Trust (the Trust). The Trust is a Charitable Trust accepted as such by the IRD and is incorporated under Part II of the Charitable Trust Act 1957. The Trust is registered with the Charities Commission.

The Objectives of the Trust are those of a Charitable Trust to engage, enrich, inspire and connect people with art, culture, recreation and heritage by providing a focal point for the Upper Hutt community. This is achieved by providing arts, recreation, cultural and heritage opportunities for the people of Upper Hutt, by being an integral part of the Upper Hutt Community, by facilitating the use of the Centre, by being an active participant in the wider New Zealand arts, cultural and heritage community and by providing stewardship of the Pumpkin Cottage Collection. In pursuing these objectives the Trust is to give due attention to the operation of the Centre in Upper Hutt, being a building complex suitable for use in purposes associated with cultural activities, the arts, recreation and leisure. In all its actions and decisions, the Trust will endeavour to be accessible, to uphold a professional standard whilst providing value for money, to be diverse with broad community appeal and to be challenging.

The Trust was established under a Declaration of Trust (the Deed) dated 18 December 2001 and incorporated on 15 January 2002. The Contract between the Trust and the Council was established on 22 July 2002 by the execution of an Agreement (the Agreement). The current Agreement came into force on 1 July 2015 and is due to expire on 30 June 2018. The Deed provides for all Trustees to be appointed by the Council. The Trustees elect a Chairperson annually and are responsible for all aspects of the employment of Trust staff.

The Trust's offices are located at Expressions Whirinaki Arts and Entertainment Centre, 836 Fergusson Drive, Upper Hutt. The postal address for all communications is PO Box 40 594, Upper Hutt 5140. The Chairperson of the Trust is Peter Richardson and the Director, Leanne Wickham.

This Statement of Intent for the Trust covers the period 1 July 2017 to 30 June 2020, with the measures and objectives relating to the 2017-2018 year in detail.



NATURE AND SCOPE OF ACTIVITIES

The Trust is party to consultation on the development of Council's Long Term Plan document, and will continue to ensure the Trust's objectives align with Council's upcoming Long Term Plan.

The Trust activities are grouped under headings which indicate the major elements of the Trust's operations as outlined in the Trust Strategic Framework developed in 2015. These are:

- To provide arts, recreation, cultural and heritage opportunities for the people of Upper Hutt
- To be an integral part of the Upper Hutt Community
- To facilitate the use of the Centre
- To be an active participant in the wider New Zealand arts, cultural and heritage community
- To provide stewardship of the Pumpkin Cottage Collection

This Statement of Intent also aligns with the five goals of Council's Arts, Culture and Heritage Strategy, which are:

- Goal 1: Support and enable a flourishing community led arts, culture and heritage sector.
- Goal 2: Create opportunities for participation in arts, culture and heritage appealing to the city's diverse range of ages, cultures and interests.
- Goal 3: Capitalise on our unique history to enhance Upper Hutt as a culturally rich destination and place to live.
- Goal 4: Recognise and develop the role that arts, culture and heritage play in sustainable city and regional development.
- Goal 5: Improve local identity by developing the city centre to act as a place where people can engage, respond and explore Upper Hutt's story.

In addition the Trust will continue the delivery of Visitor Information Services (the i-SITE) for Upper Hutt for the 2017/2018 year. The integration has strengthened the relationship with the Council, adds commercial diversity, increases the critical mass of Expressions, and helps ensure the long term positioning of The Centre as a regional visitor attraction for the city.



2016

STRATEGIC FRAMEWORK

PURPOSE STATEMENT

(this is why we are here)

To engage, enrich, inspire and connect people with art, culture, recreation and heritage by providing a focal point for the Upper Hutt community.

OBJECTIVES OF THE TRUST

(this is what we do)

1. To provide arts, recreation, cultural and heritage opportunities for the people of Upper Hutt
2. To be an integral part of the Upper Hutt Community
3. To facilitate the use of the Centre
4. To be an active participant in the wider New Zealand arts, cultural and heritage community
5. To provide stewardship of the Pumpkin Cottage Collection

GUIDING PRINCIPLES

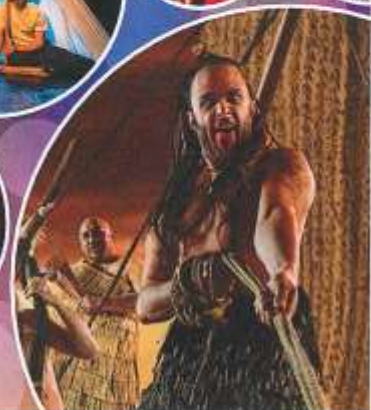
(this is what guides what we do and our decisions)

1. Accessible: We will meet the needs of the community by being accessible
2. Quality: Everything we do will be of a professional standard whilst holding value for money
3. Diverse: We will have broad community appeal with a popular and engaging programme
4. Challenging: Our exhibitions and events will challenge us and our audiences

OUR VALUES

(this is how we do what we do)

1. Creative: We will be inspiring, passionate, and nurture creativity
2. Welcoming: We will be customer centred within our team and with those we work with.
3. Innovative: We will be clever and resourceful, with a can do, positive attitude
4. Responsive: We will work with each other and with the community with openness and flexibility



1. TO PROVIDE ARTS, RECREATION, CULTURAL AND HERITAGE OPPORTUNITIES FOR THE PEOPLE OF UPPER HUTT

Objective 1.1 Present a dynamic, responsive, balanced and excellent exhibition programme which showcases a broad range of creative practice.

Measure: Ten (10) exhibitions are presented annually in the Mire 10 MEGA Gallery and the Golden Homes Gallery.

Measure: Present a major exhibition (block buster) annually.

Objective 1.2 Present a dedicated space in or within the Mitre 10 MEGA Create Gallery for interactive exhibitions, with a focus on family audiences.

Measure: Exhibitions in the Mitre 10 MEGA Create Gallery will have an interactive element with at least two (2) exhibitions specifically aimed at children.

Objective 1.3 Provide a platform to tell local historical/cultural stories.

Measure: An exhibition with a local social/cultural history focus will be presented annually.

Objective 1.4 Develop touring exhibitions to enhance the artistic reputation of the city.

Measure: One (1) exhibition will tour every two (2) years.

Objective 1.5 Strive to meet the cultural, artistic and recreational needs of the Upper Hutt community.

Measure: 90% of respondents are satisfied or very satisfied with the range and quality of events and exhibitions at Expressions as outlined in the Council's annual Community Satisfaction Survey.

Objective 1.6 Deliver established performing arts programmes where external funding can be achieved. This may include Expressions Live!, Classical Expressions, Queen's Birthday Music Festival, Theatre@Expressions Season and Late Nite Sound Bite (non-classical) music programme.

Measure: Five (5) performing arts programmes Expressions Live! Classical Expressions, The Queen's Birthday Music Festival, Theatre@Expressions and Late Nite Sound Bite are presented.

2. TO BE AN INTEGRAL PART OF THE UPPER HUTT COMMUNITY

Objective 2.1 Attract audiences to the Centre from across different demographic groups.

Measure: A minimum of two (2) exhibitions annually will reflect the diverse and distinctive characteristics of the Upper Hutt community.

Objective 2.2 Respond to community arts based initiatives and develop and strength community partnerships.

Measure: Present eight (8) community art exhibitions in the Rotary Foyer.

Measure: Work with local dance schools to host competitions and recitals.

Objective 2.3 Offer an attractive and meaningful exhibition-based public programme that aids interpretation of the exhibition programme and engages the visitor.

Measure: One public programme is delivered for each exhibition (10), ensuring that one falls within each school holidays; four (4) per year.

Measure: A regular gallery programme for preschool children 'Little Expressions' is presented.

Objective 2.4 Offer a curriculum based education programme throughout the year.

Measure: Education programmes are developed and directly promoted to schools with at least 2000 students visiting as school groups each year.

Objective 2.5 Offer an annual arts award in collaboration with the Upper Hutt City Council Youth Awards.

Measure: An annual art award is provided annually.

Objective 2.6 Work with local musical and theatrical groups to use the Centre as a central point of contact for ticketing and promotion.

Measure: Continue event ticketing with two (2) local performance arts groups.

Objective 2.7 Operate a Friends of Expressions loyalty programme

Measure: Four (4) Friends of Expressions events are held annually and four (4) newsletters presented.

Objective 2.8 Maintain close links with local Maori through Orongomai Marae and local iwi

Measure: Advisory Trustee from Orongomai Marae is appointed to the Board.

Measure: One (1) activity is presented with Orongomai Marae bi-annually which actively engages Maori audiences.

3. TO FACILITATE THE USE OF THE CENTRE

Objective 3.1 Maximise overall attendance at the Centre.

Measure: 100,000 visitors to the Centre during 2017-2018 (By Expressions in-house monitoring).

Objective 3.2 Promote use of Centre as a venue for hire, seminar and business function space and as well as a recreational venue, and encourage use by local and national groups.

Measure: High quality promotional resources are direct marketed to attract business and private hire.

Measure: Usage data is reported.

Objective 3.3 Ensuring The Professionals Recreation Hall is responsive to the needs of active recreation and sports hirers, and by working in collaboration with Council's Recreation Services division.

Measure: Monitor hours of active recreation use.

Objective 3.4 Present two (2) large scale public events which attracts new visitors and adds vibrancy to the Centres CBD.

Measure: Two (2) large scale events are presented: The Well Made Craft Fair and Christmas at Expressions.

Objective 3.5 Manage the café on-site license in order to attract Centre usage.

Measure: A Café licensee is retained on site.

Objective 3.6 Manage the i-SITE facility and maintain all standards as set by i-SITE New Zealand to maintain the membership of the recognised i-SITE brand.

Measure: Retain a Qualmark status.

Measure: Attend the i-SITE Conference annually and regional i-SITE Manager meetings.

Measure: Reports are received to the satisfaction the Director of Business Development.

Objective 3.7 Develop and implement a fund raising campaign towards the extension of the Centre.

Measure: Funding applications and sponsorship approaches are undertaken towards the fundraising benchmark target of 3 million.

4. TO BE AN ACTIVE PARTICIPANT IN THE WIDER NEW ZEALAND ARTS, CULTURAL AND HERITAGE COMMUNITY

Objective 4.1 To strategically work with external partners, sponsors and funders to attract visual arts, performing art and entertainment opportunities that will in turn attract a diverse audience and increase Expressions capacity. For example New Zealand School of Music, Upper Hutt Music Society and current funders of seasons as well as annual partners.

Measure Sponsorship/funding revenue target as per budget are met and funding/annual partners' accountability report completed.

Measure: Partnerships are made with five (5) diverse external partners per year, with one international partnership is cultivated per year.

Measure: Staff are involved with and have relationships with local and national arts, social creative and business communities/organisations.

Objective 4.2 Provide opportunities for local and national artists to sell work.

Measure: At least four (4) exhibitions will have works for sale.

Measure: Budgeted revenue target for art works sales will be reached.

Objective 4.3 Continue to manage brand awareness at a local and regional level and utilise technology to increase engagement.

Measure: Branding exercises are undertaken with a focus on marketing clarity, promotional pull and contemporary appeal.

Measure: The Expressions website usage data is reported.

Objective 4.4 Maintain governance, administrative, financial, reporting and operational systems to protect the Centre, its assets, its visitors and its staff.

Measure: Operate the venue consistent with practices in the ETVNZ and National Services Te Paerangi New Zealand Museum Standards.

Measure: Statement of Intent due 30 June, Half Yearly Report due 28 February and Audited Annual Report due 30 September to Council.

Measure: All activities adhere to Trust objects and policies are reviewed annually.

Objective 4.5 Generate operational revenue from venue hire, venue hire services, Café lease, Gallery sales commission, in-house events, ticketing services, sponsorship, grants and donations

Measure: Budget revenues are met as per budget.

5. TO PROVIDE STEWARDSHIP OF THE PUMPKIN COTTAGE COLLECTION

Objective 5.1 Build the Pumpkin Cottage Collection and proactively promote access to the Pumpkin Cottage Collection.

Measure: Potential gifts have been accessed.

Measure: One (1) exhibition every two years features work from the Collection.

FINANCIAL DISCLOSURE

3.1 General

The Trust carries out its own financial administration, appoints its own accountant and operates its accounts independently of the Council. The Trust is considered a public entity under the Public Audit Act 2001 and is required to be audited by the Auditor General.

3.2 Statement of Accounting Policies

- a. Reporting Entity. Expressions Arts & Entertainment Trust is a charitable trust set up to administer Expressions Arts & Entertainment Centre under a three-year contract with the Upper Hutt City Council. It trades as Expressions Arts & Entertainment Centre. Funding is received from operating activities, public donations, sponsorship and grants from the Upper Hutt City Council.
- b. Financial Reports. The Financial Statements are general purpose financial reports as approved by the Accounting Standards Review Board and as recommended by the Institute of Chartered Accountants of New Zealand.
- c. Measurement Base. The generally accepted accounting principles for the measurement and reporting of earnings and financial position, on an historical cost base, are used in the preparation of Trust accounts. They comply with NZ IFRS, and other applicable financial reporting standards, as appropriate for public benefit entities.
- d. Specific Accounting Policies. The following accounting policies, which materially affect the measurement of financial performance and financial position, are applied:

Income Tax. No taxation is provided in these accounts as the Trust is exempt from paying tax and holds an Income Tax Exemption Certificate because of its status as a charitable trust.

Fixed Assets and Depreciation. The entity has three classes of fixed assets, Office Equipment, Plant & Equipment and Permanent Art Collection. All fixed assets are recorded at cost price and depreciated on a straight line basis using the estimated useful life as set by the Inland Revenue Department. The Permanent Art Collection is recorded at current valuation and is not depreciated. Valuations are updated five yearly.

Financial Instruments. The Trust is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, term deposits, accounts receivable and accounts payable. Revenues and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance.

Statement of Cashflows. Cash represents balances held in bank accounts and fixed term deposits. Operating activities include cash received from all income sources of the Trust and record the cash payments made for goods and services. Investing activities are those activities relating to the acquisition and disposal of non-current assets. Financing activities comprise the change in equity of the Trust.

Goods & Services Taxation (GST). The Trust is registered for GST. All items are recorded in the Financial Statements exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive.

3.3 Trust Fund Management and Investment

- a. The Trust Deed permits the Trust to sell, buy or lease Fund property, and invest money from the Trust Fund, at its absolute and uncontrolled discretion. However, the Fund must be applied solely towards the promotion of the Trust's objects.
- b. The Trust's policy is that all funds not currently required shall be invested in Term Deposit for an appropriate period.

- c. The Arts Scholarship Fund gifted by the former Community Gallery Committee is held in trust, with \$1500 from the interest earned on the term deposit to be awarded annually as one art award in collaboration with the Upper Hutt City Council Youth Awards. Any remainder of interest is accumulated to the principal.

3.4 Other Relationships

The Trust and the Council are parties to a number of agreements with sponsors and supporters of the Centre. These relationships are listed at Appendix 2.

4. REPORTING POLICIES

- 4.1 The Trust meets at least five times per year with the Director. The Director reports in writing to all meetings on the financial and non-financial performance of the Centre and on future plans.
 - a. Meeting Reports comprise a Statement of Financial Performance printed from MYOB showing the income and expenditure position at the time of the meeting, budgeted income and expenditure and variances, and details of past, current and planned activities and operations.
 - b. Half-Yearly Reports cover Financial and non-Financial Performance, including:
 - A statement of financial performance
 - All activities undertaken to meet the Objectives laid down by the current Statement of Intent.
 - An assessment of the outcome of these activities against the Performance Targets and Measures specified for each.
 - Forecast activities for the remaining periods of the financial year.
 - A Schedule of Investments recommended for the Trust's consideration
 - c. Annual Reports include audited financial statements in accordance with Section 3, and summarise the performance of the Trust against the Statement of Intent and the Council's overall aims and objectives.
- 4.2.1 Following Trust consideration, Half-Yearly and Annual Reports are passed to the Council for the purposes of monitoring and evaluation. A Draft 3 year Statement of Intent incorporating a draft three year Budget is submitted to the Council for its approval by 28 February of each year. The Trust complies with the Statement of Intent and related reporting requirements of the Local Government Act 2002 relating to Council Controlled organisations including: The provision of a compliant Statement of Intent to Council by 30 June each year, the provision of a half yearly report by 28 February each year and the provision of an annual report by 30 September each year: the latter will be made available to the public. The Council may comment on or question any aspect of any report, and may request meetings with the Trust or its officers, or copies of the Reports at any time to review reports and progress generally.

5. GOVERNANCE STATEMENTS

5.1 Structure, functions and obligations of the Trust

- a. Structure. Trustees are appointed by the Council. Their appointment may be cancelled by the Council at any time. There will normally be seven Trustees, and never less than three. The Trustees annually elect a Chairperson, and may appoint Advisory Trustees at their discretion. Trustees are not remunerated, but the Deed provides for reimbursement of expenses. Appendix 1 lists current Trustees and Advisory Trustees, and Trust Committees.
- b. Functions. The Trustees as a Board are responsible for furthering the objects of the Trust and for declaring general policy decisions relating to the implementation of the objects of the Trust. Any individual conflicts of interest must be disclosed, and affected trustees may not take part in deliberations in conflict areas.

- c. Obligations. The Agreement prescribes the Trust's obligations to the Council in its operations. These obligations include the Objectives given in Section 1; Goals and Performance Measures given at Section 2; proper Business Planning; Reporting as given in Section 4; and various administrative requirements, including those related to acting in all respects as a Good Employer to Trust staff.

5.2 **Guidance and resources provided to Board by Council**

The Agreement provides for the Council to:

- a. Provide the Trust with an operational subsidy to assist the Trust to operate the Centre.
- b. Provide the Trust with all necessary Council documents which may be relevant to the Board's operation.
- c. Be responsible for funding all maintenance and upkeep in respect of the Centre, including fittings and chattels. The Council will develop and implement an Asset Management Plan for the Centre.
- d. Link City promotions to the promotion of the Centre facilities and activities.
- e. Provide administrative services for the Trust as agreed from time to time.
- f. Foster a good working relationship with the Trust through informal and formal communications and advice.
- g. Include the Trust in the Council's LTP and Annual Planning process.

5.3 **Accountability Policies**

- a. The Trust is accountable to the Council under the Agreement for the proper use of all Council funds and assets to attain agreed goals. The Council is continually informed of Trust activities and plans through the reporting process and may at any time seek further information on trust activities: it holds the ultimate sanction of removal of any or all Trustees if dissatisfied with the Trust Board's results.
- b. The Council also provides a representative to attend all Trust meetings. This representative is given all material provided to Trustees for each meeting.
- c. The Trust appoints a competent Director as CEO who is accountable to the trust for
 - Imbuing the employees of the Trust with a spirit of service to the community.
 - Promoting efficiency in the Trust.
 - Being a responsible manager.
 - Maintaining appropriate standards of integrity and conduct among the employees of the Trust.
 - Ensuring that the Trust is a good employer.
 - Promoting equal employment opportunities.

Expressions Whirinaki Arts and Entertainment Centre

Statement of Financial Performance Budget

July 2017 through June 2020

Notes	2016/2017	2017/2018	2018/2019	2019/2020
	\$	\$	\$	\$
Income				
1 Operational Revenues	200,900	259,900	265,100	270,400
2 Upper Hutt City Council Grant	510,531	517,168	527,510	538,060
2 Upper Hutt City Council Grant - I-Site	113,659	119,465	122,380	124,830
3 Maintenance Management Fee	21,500	21,500	21,500	21,500
4 Permanent Collection Fee	4,500	4,500	4,500	4,500
5 Donations	60,000	65,000	65,000	65,000
6 Interest	4,000	4,000	4,000	4,000
Total Income	915,090	991,533	1,009,990	1,028,290
7 Direct Operational Expenses				
Total Direct Operational Expenses	186,350	240,850	245,667	250,580
Gross Profit	728,740	750,683	764,323	777,710
Expenses				
8 Governance expenses	2,500	2,000	2,000	2,000
9 Office & Administration	38,300	41,552	42,383	43,230
10 Professional & Financial	32,600	27,600	28,152	28,715
11 Audit	11,000	11,000	11,000	11,000
12 Depreciation	6,500	11,000	11,000	11,000
13 Insurance	3,900	4,400	4,400	4,400
14 Employment Expenses	481,900	500,230	510,234	520,438
15 Occupancy Costs	107,495	106,995	109,134	111,316
16 Advertising & Promotion	43,000	45,000	45,000	45,000
17 Total Expenses	727,195	749,777	761,503	777,099
19 Net Surplus / (Deficit)	1,545	906	2,820	611

Notes for 2017/2018

The Statement of Financial Performance Budget was prepared using a zero based budget methodology and using historical cost figures for reference. CPI adjustments have been made using Council's own CPI percentages for forecasting future years, and relevant planning developments have been taken into account.

Specific notes are detailed below.

1. Operational Revenues includes income from hire activities, gallery sales, café lease, I-site and in-house event revenues as well as sponsorship. This line was increased by \$59,900 from the previous plan to reflect increased sponsorship, ticket sales, gallery/retail sales and to indicate substantial funding from the Wellington Regional Amenities Fund for an international block buster exhibition. It should be noted that in the current economic climate there is a high degree of uncertainty in the budgeted income revenues.
2. The Upper Hutt City Council operational subsidy base remains stable. A CPI related increase has been applied each year in line with the Trust's Operational Agreement, the i-SITE operational agreement and Council's projections in the LTP. The CPI adjustment of 1.3% this year is reflected in a small increase of \$7000 for operations.
3. The Maintenance Management Fee is as per the Upper Hutt City Council agreed annual.
4. The Permanent Collection Fee budget is as per the Upper Hutt City Council agreed annual subsidy targeted at collection care and public access.
5. Donations Income is \$5,000 higher than the previous year in anticipation of donations to support the exhibition and theatre programme.
6. The Trust allocates \$1,500 in the form of an art award for a visual and performing arts student each year in collaboration with the Upper Hutt City Council Youth Award. The Award is funded by the interest earned on the Arts Award Scholarship fund which was gifted by the former Community Gallery Committee and is shown as a separate Term Deposit on the Statement of Financial Position. The Interest budget includes the \$1,500 Arts Award interest income, and the Award payment is recorded as a \$1,500 expense through the Governance Expenses budget.
7. Direct Operational Expenses includes costs relating to the Centre's programming, hire activities, i-SITE operational costs and the permanent collection. The in-house event component of this budget is forecast to include the classical, jazz and theatre programmes, and a range of diverse programmes. These expenses are contingent on the donation income for in-house events meeting budget targets, and on securing joint ventures for the theatre and the Recreation Hall. This budget is \$54,500 higher than the previous year to accommodate further growth in the exhibition programme and to host an international blockbuster exhibition.
8. Office and Administration expenses are \$3,200 higher than the previous year to allow for the increase in costs associated with new staff.
9. Professional and Financial expenses are \$5,000 lower than the previous year due to the consolidation of use of external contractors for the Classical Expressions Programme.
10. Projected Audit fees are based on the 2016 schedule supplied by Audit New Zealand.
11. The Depreciation forecast is based on the current depreciation schedule and includes disposals. Council does not fund the Trust for depreciation and as such the Trust is currently reliant on external funding for asset replacement. This is increased due to the purchase of assets in the previous year including the event blacks for the Professionals Recreation Hall. The Permanent Collection is not depreciated.
12. The Insurance budget is in line with the previous year.

13. The Employment Expenses line has been increased by \$18,300. This increase primarily reflects a focus of the Trust to more accurately budget for staffing costs in line with overall growth of the Centre.
14. The Occupancy Costs budget is in line with previous years.
15. The Advertising and Promotions budget includes the promotion of the Centre and its activities including the i-SITE and has been increased by \$2,000 to accommodate for database growth.
16. The net profit forecast for the 2017/2018 year is \$906.

APPENDIX 1

LIST OF TRUSTEES AND TRUST COMMITTEES

TRUSTEES

Peter Richardson (Chairman)

Owen Anderson (Friends Representative)

Graeme Talbot

Martin Goodyear

Terry Mc Caul

Margaret Vlassoff

David Irving

ADVISORY TRUSTEES

Barry Houston

Hine Poa (Orongomai Marae Representative)

Clare Derby (Performing Arts Advisor)

Nicole Cosgrove (Permanent Collection Advisor)

Suzanne Beere (Permanent Collection Advisor)

TRUST COMMITTEES

The Trust operates an informal subcommittee structure under the headings below. Additional sub committees with a focus on specific tasks are utilised from time to time, and external advisers may be utilised according to need. All sub-committees include the Director.

Finance Sub-committee (Martin Goodyear, David Irving, Peter Richardson, Owen Anderson)

Appointment and Remunerations Sub-committee (Peter Richardson, Terry McCaul)

Permanent Collection Sub-committee (Nicole Cosgrove, Susan Beere)

Strategic and Future Planning Sub-committee (Peter Richardson, Terry McCaul)

Health and Safety Sub-committee Representative: (Graeme Talbot)

APPENDIX 2

TRUST RELATIONSHIPS

1. The Trust is party to naming rights agreements with following partners:

Mitre 10 MEGA – Upper Hutt

The Professionals Gilles and Mark

Golden Homes

Gillies Group

The Rotary Club of Upper Hutt

2. The Trust is party to agreements with operational sponsors as follows:

- The Upper Hutt Leader
- Valley Print
- The Breeze

3. Café services at the Centre are contracted to an independent provider.

4. The Steinway D Concert Grand Piano and the Kawai RX2 grand piano at Expressions are both owned by the Upper Hutt Concert Grand Piano Trust.