

STATEMENT OF INTENT 2022–2024

WHIRINAKI WHARE TAONGA



PURPOSE STATEMENT

To engage, enrich, inspire and connect people with arts, culture, and events in the Upper Hutt community.



CONTEXT

Whirinaki Whare Taonga is owned by the Upper Hutt City Council. It is leased to, and operated under contract by, a not-for-profit Council Controlled Organisation, the Whirinaki Whare Taonga 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 Trust was established under a Declaration of Trust 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 current Agreement came into force on 1 July 2021 and is due to expire on 30 June 2024.

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 Whirinaki Whare Taonga, 836 Fergusson Drive, Upper Hutt. The postal address for all communications is PO Box 40 594, Upper Hutt 5014. The

Chairperson of the Trust is Peter Richardson and the Director is Leanne Wickham.

This Statement of Intent for the Trust covers the period 1 July 2022 to 30 June 2023 in detail.



2021 STRATEGIC FRAMEWORK

PURPOSE STATEMENT

(this is why we are here)

To engage, enrich, inspire and connect people with art, culture and events in the Upper Hutt community.

OBJECTIVES OF THE TRUST

(this is what we do)

1. To provide arts, cultural and event opportunities, and education for the people in Upper Hutt and beyond
2. To be an integral part of the Upper Hutt Community, attracting local, national, and international audiences
3. To facilitate and promote the use of the Centre, bringing to life art, culture, history, and recreation.
4. To be the welcoming face and point of contact of visitors to Upper Hutt
5. To provide stewardship, education, and promotion of the Pumpkin Cottage Collection
6. To celebrate and showcase our local Upper Hutt stories

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, engaging, and inclusive programme
4. Challenging: our exhibitions and events will challenge us and our audiences
5. Bicultural: we will adhere to the principles of the Treaty of Waitangi
6. Sustainable: we will endeavour to consider the environment in our operations

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 centered 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

NATURE AND SCOPE OF ACTIVITIES

The Trust is party to consultation on the development of Council's 2021 – 2031 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's Strategic Framework developed in 2020. These are:

- To provide arts, culture and event opportunities and education for the people in Upper Hutt and beyond
- To be an integral part of the Upper Hutt community, attracting local, national and international audiences
- To facilitate and promote the use of the Centre, bringing to life art, culture, history and events
- To be the welcoming face and point of contact for visitors to Upper Hutt
- To provide stewardship, education and promotion of the Pumpkin Cottage Collection
- To celebrate and showcase our local Upper Hutt stories

This Statement of Intent also aligns with the five goals of draft 2022 Council's Arts, Culture and Heritage Strategy, which are:

- Support arts, culture, and heritage organisations and practitioners.
- Identify, protect, and conserve Upper Hutt's arts, culture, and heritage.
- Grow community participation in and engagement with the arts.
- Grow community understanding of and engagement with Upper Hutt's heritage.
- Showcase Upper Hutt's Māori history and cultural activities.
- Celebrate Upper Hutt's cultural diversity.
- Support destination marketing for the city.

In addition, the Trust will continue the delivery of Visitor Information Services (the i-SITE) for Upper Hutt for the 2022/2023 year. The integration further enables the Centre to meet the needs of the local community, as well as offering a welcome handshake to visitors and promotional opportunities. It also adds commercial diversity, increases the critical mass of Whirinaki Whare Taonga, and helps ensure the long-term positioning of the Centre as a regional and national visitor attraction for the city.



1. TO PROVIDE ARTS, CULTURE AND EVENT OPPORTUNITIES AND EDUCATION FOR THE PEOPLE IN UPPER HUTT, AND BEYOND

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

Measure: Fourteen (14) exhibitions are presented annually

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

Measure: At least two (2) of the 14 exhibitions will have an interactive or alternative engagement elements specifically aimed at children and family audiences.

Objective 1.2 Develop touring exhibitions to enhance the artistic reputation of the city.

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

Objective 1.3 Strive to meet the cultural, artistic and recreational needs of the Upper Hutt community and contribute to their wellbeing.

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

Measure: Visitors tell us about the positive impact their participation in exhibitions, experiences and programme has had on them.

Objective 1.4 Provide access to programmes which connect people to their culture and which provide connection for increased wellbeing.

Measure: Five (5) performing arts programmes are presented. This may include Expressions Live!, Classical Expressions, Queen's Birthday Music Festival, Theatre@Whirinaki Whare Taonga Season and Late Nite Sound Bite (non-classical) music programme.

Measure: Develop a number of free and accessible hands-on outreach art activities and cultural events at grass-roots level with the aim of fostering more creative activity and participation in the arts.

Objective 1.5 Develop a plan for Upper Hutt City's public sculptures and artworks that will include the commissioning and creation of new works expressing our unique identity.

Measure: One artwork is installed through the city's public spaces per year.

2. TO BE AN INTEGRAL PART OF THE UPPER HUTT COMMUNITY ATTRACTING LOCAL, NATIONAL AND INTERNATIONAL AUDIENCES

Objective 2.1 Attract audiences to the Centre from across different demographic groups and cater for a diverse range of interests and expectations.

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

Objective 2.2 Support Arts, culture and Heritage Organisations and Practitioners

Measure: Actively promote, across a range of media and platforms, information about local arts, culture, and heritage activities, in an arts communication strategy. This will include an arts calendar, regular networking events and Quarterly newsletters.

Measure: Develop and maintain an Upper Hutt visual and Performing arts directory.

Measure: Develop an Upper Hutt 'open art studios' annual event and/or trail to shine a spotlight on local arts.

Measure: Provide opportunities for local and national artists to sell work with at least four (4) exhibitions having works for sale.

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

Measure: One public programme is delivered for each exhibition (14).

Measure: A regular gallery programme for preschool children 'Tiny Taonga' is presented.

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

Measure: Education programmes are presented to at least 3000 students each year as per our MOE LEOTC Contract.

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

Measure: An annual art award is provided.

Objective 2.6 Operate a Friends of Whirinaki Whare Taonga loyalty programme.

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

3. TO FACILITATE AND PROMOTE THE USE OF THE CENTRE, BRINGING TO LIFE ART, CULTURE, AND EVENTS

Objective 3.1 Maximise overall attendance at the Centre.

Measure: 110,000 visitors to the Centre during 2021-2022 (by Whirinaki Whare Taonga in-house monitoring).

Objective 3.2 Ensure The Professionals Recreation Hall is responsive to the needs of active recreation and sports hirers, working in collaboration with Council's Recreation Services division.

Measure: Monitor hours of active recreation use.

Objective 3.3 Manage the café on-site licence in order to attract Centre usage.

Measure: A café licensee is retained on site.

Objective 3.4 Develop and promote the use of the Centre and its assets as a venue for hire.

Measure: Actively promote the centre to potential hirers, both commercial and community.

Measure: A new website is developed in conjunction with the rebranding (budget reliant)

Measure: The Whirinaki Whare Taonga website usage data and online activity is reported.

Objective 3.5 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.

Objective 3.6 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: All activities adhere to Trust objectives; policies are reviewed as per the policy review plan using a risk based approach.

Measure: The Board receives regular information about Health, Safety and Staff Wellbeing performance and/or issues and mitigations implemented and reported in Director's reports.

Measure: The Team actively looks for opportunities to adopt environmental sustainability practices throughout their operations, reported on in Director's reports.

Measure: The Board regularly undertakes a risk management framework review in the context of the Centre aims and objectives, to protect and enhance the reputation and safety of the Centre. This framework review includes the review of all risks identified on the risk register, reassessment of those risks and mitigations in place to remove or reduce identified risks (as per risk register) across the operations of the Trust.

4. TO BE THE WELCOMING FACE AND POINT OF CONTACT FOR VISITORS TO UPPER HUTT

Objective 4.1 Manage the i-SITE facility and maintain all standards set by i-SITE New Zealand to maintain the membership of the recognised i-SITE brand and to be the welcoming handshake to visitors to Upper Hutt.

Measure: Assist and advise 10000 customers a year

Measure: Actively promote the city of Upper Hutt within the Centre and at outreach events in and around the region.

Measure: Retain a Qualmark status.

Measure: Reports are received to the satisfaction of the Council's Director Strategy, Partnerships and Growth.

5. TO PROVIDE STEWARDSHIP, EDUCATION AND PROMOTION 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.

Measure: A curriculum based Pumpkin Cottage education programme is offered to local schools.

6. TO CELEBRATE AND SHOWCASE OUR LOCAL UPPER HUTT STORIES

Objective 6.1 Provide a platform to tell and record local historical/cultural stories.

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

Measure: Support and grow local multicultural festivals and/or history/cultural events to be regional drawcards.

Objective 6.2 Local iwi and the Orongomai Marae community are involved with curatorial practice and presentation of programmes through consultation and engagement, as per the principles of the Treaty of Waitangi.

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

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

Measure: Te Reo is visible across the Centre.

Objective 6.3 Work towards the opportunities of the possible inclusion of heritage buildings into the operations of the Trust

Measure: A feasibility study is completed into conserving and increasing access into the publicly owned heritage properties of Golder Cottage and The Blockhouse.

Objective 6.4 Grow community participation in and engagement with Upper Hutt's heritage, facilitating access, and increasing awareness.

Measure: Produce a cross-media, self-guided (and possibly guided walking tours) Heritage Trail/Map for Upper Hutt encompassing a variety of locations of historical, cultural and environmental significance.

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. Whirinaki Whare Taonga Trust is a charitable trust set up to administer Whirinaki Whare Taonga under a three-year contract with the Upper Hutt City Council. It trades as Whirinaki Whare Taonga. Funding is received from operating activities, public donations, sponsorship and grants from the Upper Hutt City Council.
- b. Financial Reports. The Financial Statements are special purpose financial reports.
- c. Measurement Base. The reports have been prepared using a historical cost basis.
- 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 \$1000 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

- a. 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.
- b. Meeting Reports comprise a Quarterly Statement of Financial Performance showing the income and expenditure position at the time of the quarter, budgeted income and expenditure and variances, and details of past, current and planned activities and operations.
- c. Half-Yearly Reports cover Financial and non-Financial Performance, including:
 - d. A statement of financial performance
 - e. All activities undertaken to meet the Objectives laid down by the current Statement of Intent.
 - f. An assessment of the outcome of these activities against the Performance Targets and Measures specified for each.
 - g. A Schedule of Investments recommended for the Trust's consideration
 - h. 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. 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.

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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 objectives 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.

Commented [A3]: As above, h and i and j should be a and b and c

Whirinaki Whare Taonga

Statement of Financial Performance Budget

<i>July 2021 through June 2024</i>				
Notes		2021/2022	2022/2023	2023/2024
	Income			
1	Operational Revenues	285,094	293,300	\$305,099
2	Upper Hutt City Council Grant	832,506	857,481	883,205
	Upper Hutt City Council Community Arts Advisor		80,000	80,000
2	Upper Hutt City Council Grant - I-Site	122,959	122,959	122,959
3	Maintenance Management Fee	21,500	21,500	21,500
4	Permanent Collection Fee	4,500	4,500	4,500
5	Donations	65,000	75,000	75,000
6	Interest	2,000	2,000	2,000
	Total Income	1,333,559	1,461,740	1,496,263
7	Direct Operational Expenses			
	Total Direct Operational Expenses	343,450	260,950	268,800
	Gross Profit	990,109	1,200,790	1,227,463
	Expenses			
8	Governance expenses	2000	2000	2000
9	Office & Administration	53,681	69,000	69,000
10	Professional & Financial	16,900	14,500	14,500
11	Audit	13,000	15,000	15,000
12	Depreciation	15,000	15,000	15,000
13	Insurance	8000	11,500	11,500
14	Employment Expenses	689,500	828,500	840,600
15	Occupancy Costs	144,000	195,500	195,000
16	Advertising & Promotion	47,500	49,500	49,500
17	Total Expenses	989,581	1,200,500	1,230,100
19	Net Surplus / (Deficit)	528	290	-2,637

Notes for 2022/2023

The Statement of Financial Performance Budget was prepared using a zero based budget methodology and using historical cost figures for reference. A CPI adjustment of 3% has been made 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 has increased by \$15,000 from the previous year to reflect a potential increase in the Ministry Education LEOTC contract and a decrease of Gallery Sponsorship. The decline in sponsorship is reflective of the decline in sponsorship revenue due to Covid 19. 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 is increased for the 2022 – 2023 year. A 3% increase has been applied in line with the Trust's Operational Agreement. The Upper Hutt City Council operational subsidy has been increased by \$25,000.
3. A new budget line has been added of \$80,00 for a new Community Arts Advisor funded by Upper Hutt City Council, as outlined in the Upper Hutt City Council's Draft Arts, Culture and Heritage Strategy.
4. The Maintenance Management Fee is as per the Upper Hutt City Council agreed annual.
5. The Permanent Collection Fee budget is as per the Upper Hutt City Council agreed annual subsidy targeted at collection care and public access.
6. Donations Income is \$10,000 higher than the previous year to reflect the increase in door donations received for exhibitions.
7. The Trust allocates \$1,000 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. The Interest budget includes the \$1,000 Arts Award interest income, and the Award payment is recorded as a \$1,000 expense through the Governance Expenses budget.
8. Direct Operational Expenses includes costs relating to the Centre's gallery and event programme, hire activities, i-SITE operational costs and the permanent collection. This budget has decreased from the previous year by \$65,000 reflecting an efficiency on exhibitions and events cost as a result of the impact of Covid19 and increased occupancy costs.
9. Office and Administration expenses has been increased by \$15,000 to accommodate increased IT costs on charged by Upper Hutt City Council.
10. Projected Audit fees are based on the 2022 schedule supplied by Audit New Zealand. Council does not fund the Trust for Audit fees and as such the Trust is currently reliant on external funding for its annual audit.
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.
12. The Insurance budget is slightly increased from the previous year to allow for an increase in art insurance due to the increase on Gallery space which requires increased insurance.
13. The Employment Expenses line has been increased by \$130,000. This increase reflects in addition of a new Community Arts advisors funded by Upper Hutt City Council as well as incremental salary increases and an increase on contract cleaning associated with a larger Centre.
14. The Occupancy Costs budget is increased by \$50,000 from the previous year to reflect an increase in electricity and gas due to the extension of the Centre.
15. The net profit forecast for the 2022/2023 year is \$290.

Cash Forecast - Cashflow Forecast

Whirinaki Whare Taonga

	Sep 22	Dec 22	Mar 23	Jun 23	Total
Cafe Income	\$ 4,140.00	\$ 4,140.00	\$ 4,140.00	\$ 4,255.00	\$ 16,675.00
Council Funding	\$ 334,777.00	\$ 304,877.00	\$ 304,877.00	\$ 304,877.00	\$ 1,249,408.00
Donations	\$ 35,000.00	\$ 5,000.00	\$ 5,000.00	\$ 25,000.00	\$ 70,000.00
Interest Received	\$ -	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 2,000.00
i-SITE Income	\$ 4,025.00	\$ 4,025.00	\$ 4,025.00	\$ 4,025.00	\$ 16,100.00
Other Income	\$ 2,300.00	\$ -	\$ -	\$ -	\$ 2,300.00
Promotions Income	\$ 51,348.00	\$ 51,923.00	\$ 31,338.00	\$ 26,163.00	\$ 160,772.00
Sponsorship Income	\$ 17,250.00	\$ -	\$ 11,500.00	\$ 5,750.00	\$ 34,500.00
Venue Hire	\$ 22,998.00	\$ 22,998.00	\$ 22,998.00	\$ 23,007.00	\$ 92,001.00
Venue Hire Services	\$ 7,475.00	\$ 8,625.00	\$ 3,450.00	\$ 6,900.00	\$ 26,450.00
Operating Inflows	\$ 479,313.00	\$ 402,588.00	\$ 387,328.00	\$ 400,977.00	\$ 1,670,206.00
Cost of Sales	\$ 115.00	\$ 230.00	\$ 115.00	\$ 115.00	\$ 575.00
Gallery Expenses	\$ 126,500.00	\$ 45,425.00	\$ 39,675.00	\$ 51,750.00	\$ 263,350.00
In House Event Expenses	\$ -	\$ -	\$ 3,680.00	\$ -	\$ 3,680.00
i-SITE Direct Expenses	\$ 7,170.00	\$ 4,180.00	\$ 3,105.00	\$ 7,320.00	\$ 21,775.00
Ticketing Costs	\$ 1,896.00	\$ 1,896.00	\$ 1,896.00	\$ 1,896.00	\$ 7,584.00
Venue Hire Expenses	\$ 690.00	\$ 575.00	\$ 1,035.00	\$ 575.00	\$ 2,875.00
Total COS	\$ 136,371.00	\$ 52,306.00	\$ 49,506.00	\$ 61,656.00	\$ 299,839.00
Advertising & Promotion	\$ 21,620.00	\$ 6,900.00	\$ 21,275.00	\$ 6,900.00	\$ 56,695.00
Employment Expenses	\$ 253,345.00	\$ 237,533.00	\$ 236,728.00	\$ 235,750.00	\$ 963,356.00
Insurance	\$ -	\$ -	\$ 13,225.00	\$ -	\$ 13,225.00
Occupancy Costs	\$ 56,018.00	\$ 54,776.00	\$ 57,766.00	\$ 56,271.00	\$ 224,831.00
Office & Administration	\$ 18,142.00	\$ 17,452.00	\$ 15,267.00	\$ 19,142.00	\$ 70,003.00
Professional & Financial	\$ 4,139.00	\$ 2,414.00	\$ 3,564.00	\$ 24,664.00	\$ 34,781.00
Total OPEX	\$ 353,264.00	\$ 319,075.00	\$ 347,825.00	\$ 342,727.00	\$ 1,362,891.00
Operating Outflows	\$ 489,635.00	\$ 371,381.00	\$ 397,331.00	\$ 404,383.00	\$ 1,662,730.00
Net Operating Flows	-\$ 10,322.00	\$ 31,207.00	-\$ 10,003.00	-\$ 3,406.00	\$ 7,476.00
GST	\$ 29,654.00	-\$ 13,421.00	\$ 10,015.00	-\$ 10,998.00	\$ 15,250.00
Non Operating Flows	\$ 29,654.00	-\$ 13,421.00	\$ 10,015.00	-\$ 10,998.00	\$ 15,250.00
Opening Balance	\$ 183,899.00	\$ 203,232.00	\$ 221,020.00	\$ 221,034.00	\$ 183,899.00
Net Cash Flows	\$ 19,333.00	\$ 17,788.00	\$ 14.00	-\$ 14,403.00	\$ 22,732.00
Closing Balance	\$ 203,232.00	\$ 221,020.00	\$ 221,034.00	\$ 206,631.00	\$ 206,631.00

Chapman Upchurch – Chartered Accountants have compiled this forecast based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these financial statements

Balance Sheet Budget - Cashflow Forecast
Whirinaki Whare Taonga

	Sep 22	Dec 22	Mar 23	Jun 23
Bank	\$ 203,432.00	\$ 221,220.00	\$ 221,234.00	\$ 206,831.00
Current Assets	\$ 185,918.00	\$ 185,918.00	\$ 185,918.00	\$ 185,918.00
Total Current Assets	\$ 389,367.00	\$ 407,155.00	\$ 407,169.00	\$ 392,767.00
Fixed Assets	\$ 103,317.00	\$ 103,317.00	\$ 95,817.00	\$ 95,817.00
Pumpkin Cottage Paintings	\$ 90,600.00	\$ 90,600.00	\$ 90,600.00	\$ 90,600.00
Total Non-Current Assets	\$ 193,917.00	\$ 193,917.00	\$ 186,417.00	\$ 186,417.00
Total Assets	\$ 583,284.00	\$ 601,072.00	\$ 593,586.00	\$ 579,184.00
GST	-\$ 6,183.00	-\$ 16,198.00	-\$ 8,087.00	-\$ 22,600.00
Accounts Payable	\$ 91,491.00	\$ 91,491.00	\$ 91,491.00	\$ 91,491.00
Other Current Liabilities	\$ 71,645.00	\$ 71,645.00	\$ 71,645.00	\$ 71,645.00
Total Current Liabilities	\$ 157,153.00	\$ 147,138.00	\$ 155,249.00	\$ 140,736.00
Total Liabilities	\$ 157,153.00	\$ 147,138.00	\$ 155,249.00	\$ 140,736.00
Net Assets	\$ 426,131.00	\$ 453,934.00	\$ 438,337.00	\$ 438,448.00
Reserves	\$ 101,069.00	\$ 101,069.00	\$ 101,069.00	\$ 101,069.00
Trust Fund	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
Current Year Earnings	-\$ 12,027.00	\$ 15,776.00	\$ 179.00	\$ 290.00
Retained Earnings	\$ 337,079.00	\$ 337,079.00	\$ 337,079.00	\$ 337,079.00
Total Capital and Reserves	\$ 426,131.00	\$ 453,934.00	\$ 438,337.00	\$ 438,448.00

Chapman Upchurch – Chartered Accountants have compiled this forecast based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these financial statements.

APPENDIX 1

LIST OF TRUSTEES AND TRUST COMMITTEES

TRUSTEES

Peter Richardson (Chairperson)

Owen Anderson

Graeme Talbot

Martin Goodyear

Terry McCaul

Zoe Juniper

Angela Calkin Goeres

ADVISORY TRUSTEES

Barry Houston

Hine Poa (Orongomai Marae Representative)

Sian Williamson (Music 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, Peter Richardson, Terry McCaul)

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

The Trust's core funder is **Upper Hutt City Council**

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

Mitre 10 MEGA – Upper Hutt

The Professionals Gillies and Mark

Golden Homes

Gillies Group

The Rotary Club of Upper Hutt

Heretaunga Rotary

The Gillies Family

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

- The Upper Hutt Leader
- Valley Print

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 Whirinaki Whare Taonga are both owned by the Upper Hutt Concert Grand Piano Trust.