

## STRATEGIC PLAN

This document accompanies the Statement of Intent [SOI] which is the lead document and meets the statutory requirements of the Local Government Act 2002.

## TASMAN BAYS HERITAGE TRUST

<b>Board Members:</b>	Sara Chapman (Chairman)	Mairangi Reiher (Iwi representative)
	Chris Bowater	Liz Richards
	Annette Walker	A N Other (to be appointed)
<b>Chief Executive:</b>	Peter Millward	commenced 2008
<b>Financial Services:</b>	Debbie McCrae	commenced 2007
<b>Trust Secretary:</b>	Angela Craig	commenced 2010
<b>Auditor:</b>	Office of Auditor General	Audit NZ

## BOARD OVERVIEW

Tasman Bays Heritage Trust [The Trust] has prepared a statement of intent, strategic plan and proposed budget for the financial year 2011-12. This strategic plan document sets out the financial and strategic direction of the Trust and the service priorities of the Nelson Provincial Museum Pupuri Taonga o Te Tai Ao for three years. The performance objectives are to be progressed in the next twelve months.

The Trust acknowledges the ongoing support of the council stakeholders at Nelson City Council [NCC] and Tasman District Council [TDC] whose annual operational grants are received quarterly and ensure continuity of core museum services. This baseline funding model consists of the operational grant from council stakeholders, as well as the provision of trustee fees.

The Trust's revenue is structured as follows:

- Councils Operational Grant to be bulk-funded and annually adjusted (@Reserve Bank CPI 31 Dec.)
- Trustee Fees to be clearly identified and reported, for the purpose of full disclosure.
- Grants and Donations to be outsourced from government, partners, sponsors and charities.
- Proceeds from short term exhibitions, photographic sales, retail, rental and other sources.

	<b>2009-10 \$</b>	<b>2010-11 \$</b>	<b>2011-12</b>
Operational Grants	1,440,000	1,468,800	1,527,552
Trustee Fees	55,000	56,100	58,344
Inventory staffing grant			67,000
<b>TOTAL COUNCIL REVENUE</b>	<b>1,495,000</b>	<b>1,524,900</b>	<b>1,652,896</b>

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**1. STRATEGIC PLAN - Tasman Bays Heritage Trust****INTRODUCTION**

Tasman Bays Heritage Trust is a charitable trust and is registered with the NZ Charities Commission. The Trust was established in 2000 to administer the Nelson Provincial Museum Pupuri Taonga o Te Tai Ao as a regional heritage facility, on behalf of Tasman District Council and Nelson City Council [Deed of Trust 2000]. The Trust is a council-controlled organisation with statutory obligations under the Local Government Act, 2002. Council stakeholding is structured as a 50:50 alliance. The Trust is bound by foundation funding agreements [Memorandum of Understanding 2000, 2009], [MOU Variation 2006], as well as the Long Term Council Community Plan of each Council. The Trust has a partnership contract with our manawhenua of Whakatu, Motueka and Mohua [Memorandum of Understanding 2007, 2010].

The Trust adheres to best practice as specified in its Governance Charter and is held accountable for the financial structure and strategic direction of the Nelson Provincial Museum. The Trust delivers an audited financial annual report. The Trust employs a Chief Executive to manage the services, operations and employees. Also, the Trust contracts a Financial Services Officer to manage monthly and annual accounts, and a Trust Secretary to assist with all legal compliance.

The Trust commitment is to create value for the community with our stakeholders support by:

- *Protecting preserving and promoting our taonga / treasures*
- *Educating our visitors - Engaging with our communities - Endowing our future*

**BOARD PERFORMANCE OBJECTIVES 2011-12**

The Board has identified the following objectives for the Trust to progress in the next twelve months:

**GOVERNANCE – FINANCE - STRATEGIC**

1. To present a detailed proposal to the LTCCP of each Council for the capital development of an enhanced collections storage facility that will provide a secure, managed environment for the next 25 years.
2. To continue to reduce the level of debt, so as to strengthen the financial position of the Trust.
3. To develop funding models that will enable the Trust to enhance the delivery of specialised services.
4. To review the Education programme and secure partnership funding.

**BOARD REPORTS**

In accordance with the Local Government Act 2002, the Trust submits a six-month financial report and

annual report to the stakeholders. Financial statements adhere to NZ IFRS and are audited by the OAG.

The Trust meets monthly and reviews the financial accounts, strategic progress and operational matters. In a supporting role, there are 3 Advisory Committees that assist the delivery and quality of governance:

- Audit and Risk Management                      L Richards, A N Other.
- Exhibitions Programme                            A Walker, M Reiher (CEO).
- Funding Partners                                    L Richards, C Bowater.

The Trust partnership with Te Tai Ao Komiti is managed by the Chief Executive (and Board Chairman).

## FINANCIAL SOURCES

The stakeholder councils provide an annual operational grant that provides certainty for the provision of staff services and daily operations of the Museum and statutory compliance by the Trust. Since 2007, councils have allocated funds for trustee fees. Funding by applications is a competitive and challenging process. Since 2008, the money received has decreased. The Canterbury Community Trust has proved invaluable support to the Trust by awarding donations for special conservation and collection work. Lotteries Grant Board applications have been declined either because contributory funding must be in place or because the request was judged to be core services. Sponsor partners and donors continue to support our presentation of special exhibitions and programme events. The educational services are provided by a Ministry of Education contract that is a term of three years, 1 July 2010 – 30 June 2013.

In 2010-11, Nelson City Council funded the Trust to commission a Feasibility Study to examine the redevelopment of a Collections and Research Facility. OCTA Associates were awarded this contract. This examined renovation and rebuilding at existing sites, as well as a green field site. The trustees will consider the recommendations from OCTA and from earlier reports by A. Stuart and OPUS.

## MUSEUM SERVICES

The Nelson Provincial Museum is a bi-cultural regional museum. The staff deliver collection, research and library services at the Research Facility [Isel Park, Stoke] exhibition and educational programmes at TA 445 [Trafalgar Street, Nelson] and advisory services to museums across Nelson city and Tasman district. Objects from the museum collection are on display at the Museum and also in Isel House, Broadgreen and Founders Historic Park and photographs feature in local museums, councils and offices across the region. Images from the collection (photographic and object based) are used locally, nationally and internationally in print and electronic media, in interpretation and public displays. Low risk storage is provided by the TDC bays at Whakatu Estate.

The Nelson Provincial Museum provides a diverse range of public services:

- Accession heritage objects and material considered to be of local, regional or national significance. The Museum provides long-term storage, care and preservation under a controlled environment.
- Interpretation and public presentation of our bi-cultural regional heritage in the permanent exhibition.
- Archive and research library of manuscripts, books, maps, documents and records with public access.
- Photographic collection available for research and reproduction, with public access.
- Website presentation of the Museum, its collection and exhibitions provides public access to a wider audience.
- The Educational services (and LEOTC programme) for our regional schools.
- Special exhibitions with heritage or science themes, to appeal, engage and interest the public.
- Museum collection is a basis for research by institutions, academics and the general public.
- Museum staff offer professional assistance and advice to other heritage institutions across the region,

- Museum is in collegial partnership with national institutions for development of a range of digital heritage projects.

## **2. STRATEGIC PLAN 2011 – 12 NELSON PROVINCIAL MUSEUM PUPURI TAONGA O TE TAI AO**

The Board and Chief Executive agree annual objectives and outcomes for the Nelson Provincial Museum. The three year strategic plan differentiates our services by growth, maintenance or capital investment:

- 1. Capital investment in the care, storage and preservation of the valuable items in the museum collection.**
- 2. Growth in public usage of the public exhibitions and educational programmes at the museum, TA445.**
- 3. Growth in public access to the museum photographs and collection via museum website and internet.**
- 4. Maintain public usage of the special services at the archive and research library at the museum, Isel Park.**

### **SERVICE PERFORMANCE OBJECTIVES 2011-12**

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#### **MUSEUM COLLECTIONS – CARE AND DEVELOPMENT**

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- Maintain the care and preservation of collection objects held in storage and on public display: continue a programme of changeovers and enhancements in the permanent exhibition focusing on textile based objects. Report quarterly on progress.
  - Transfer objects stored in unstable environmental conditions, containers and at Founders Historic Park, to improved storage. Report half yearly.
  - Seek input from the manawhenua iwi of Te Tai Ihu with the intent of refreshing one or more of the six iwi cases in the coming year.
  - Acknowledge all donations, notifying donors of the outcome, by letter, within 1 month of the Accessions Committee meeting. Create a parent record in Vernon CMS for new acquisitions within six months of being accessioned into the permanent collection.
  - Continue to develop the collection database, Vernon CMS, by importing the data for recent acquisitions currently stored in alternative electronic formats, writing data standards, and developing a user manual for staff.
  - Continue the Glass Plate Relocation and Digitisation Project (5,000 images relocated and digitised per quarter) progressively making data available on line.
  - Within available budgets enhance the facilities at the Isel Park Research Facility for staff, volunteers, researchers, and visitors.
  - Undertake an inventory of prioritised sections of the regional Collection. Report quarterly on progress.
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#### **MUSEUM EXHIBITIONS, EDUCATION AND THE VISITOR EXPERIENCE**

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- Continue to add or modify elements of the permanent exhibition in order to maintain a strong interest amongst local visitors.
  - Deliver a forward programme including both internally produced and externally sourced exhibitions that seeks to meet the needs and interests of a broad audience, aligned with the Exhibition policy.
  - Prepare a report on the logistics and finances for touring exhibitions, eg. Butterflies and Appo Hocton.
  - Provide education opportunities to regional school students to support their NZ Curriculum studies based on our exhibitions and resources. A target of at least 5000 students.
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- Seek financial support to continue the development of education resources that enhance the exhibition programme and meet National curriculum needs.

**MUSEUM PUBLIC INFORMATION and ACCESS**

- Actively participate in collaborative projects with other regional and national organisations, such as DigitalNZ and the Nelson, Tasman and National Libraries. Examples of projects the Museum is currently involved in are: The Prow and The Nelson Photo News Digitisation Project.
- Continue to engage with the community through informative content on the Museum’s website and monthly email newsletter as part of a strategy to increase public awareness of exhibitions, education and public programmes, and the work of staff. Assess the value of the newsletter as a marketing tool for regional visitors.
- Continue to add content to the Museum’s electronic public access catalogue - Collections Online (500 images and records per quarter). Make this information available through a public kiosk in both venues and on the worldwide web.

NELSON CITY COUNCIL

\_\_\_\_\_ Date \_\_\_\_\_

TASMAN DISTRICT COUNCIL

\_\_\_\_\_ Date \_\_\_\_\_

TASMAN BAYS HERITAGE TRUST

\_\_\_\_\_ Date \_\_\_\_\_