

**TASMAN BAYS HERITAGE TRUST |
NELSON PROVINCIAL MUSEUM
STATEMENT OF INTENT 2024 - 2025**

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[Purpose Statement and Mission](#)

[Governance Statement: Structure, Function and Obligations of the Board](#)

Tasman Bays Heritage Trust

Statement of Intent 2024 - 2025

Introduction

This Statement of Intent (SOI) is submitted by the Tasman Bays Heritage Trust ('the Trust'), operating as Nelson Provincial Museum ('the Museum'), a Council Controlled Organisation of Nelson City Council and Tasman District Council ('the Stakeholders'), and in accordance with Section 64 of the Local Government Act 2002 and its amendments, and sets out the intentions and expectations of the Trust for the period 1 July 2024 – 30 June 2025.

In presenting this SOI the Trust thanks Nelson City Council and Tasman District Council for their continued support of Tasman Bays Heritage Trust. We are confident that our strategic plan will enhance the value of the Museum to our communities for current and future generations, adding to the vibrancy and attractiveness of the region as a destination for visitors and for our resident communities.

Please click through to the Museum's website to read the Trust's [Purpose Statement, Mission, Values and Activities](#) and [Governance Statement: Structure, Function and Obligations of the Board](#).

STRATEGIC GOALS 2024/25 FY

This SOI defines six strategic objectives with associated activities and KPIs, which underpin the strategic plan for the next three years. These are largely derived from the priorities and stated objectives of the Trust, combined with the expressed expectations of our two stakeholder Councils:

1. To plan for and commence a capital works project which will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection;
2. To be a highly valued visitor destination, educational provider and venue for cultural and community connection;
3. To actively support and collaborate with iwi, cultural heritage organisations and schools within Nelson Tasman;
4. To continue to develop and provide appropriate care for a strong Collection which is relevant and accessible to, and valued by, Nelson Tasman communities;
5. To improve our sustainability performance; and
6. To grow and diversify our revenue streams.

1. To plan for and commence a capital works project which will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection

The Museum's key strategic goal for the 2024/25 FY is to **commence a capital works project which will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection.**

As is widely acknowledged, the Isel Research Facility is at the end of its functional life. A replacement facility is urgently required to provide ongoing care for the Museum's nationally significant Regional Collection.

We are grateful to Nelson City Council and Tasman District Council for recognising this great need, and for allocating \$3.165m and \$3.2m respectively towards the project in their Long-Term Plans.

Progressing the Archives, Research and Collections (ARC) Facility (working title) is the primary strategic aim of the Trust. Robust planning, budgeting and project management will see construction commence in the coming financial year, assuming sufficient funds are in place to ensure a successful completion of the project.

The Fundraising Subcommittee is led by TBHT Deputy Chair Emma Thompson, with fellow Trustee Jo Brady and Chair Stephen Broad-Paul adding their considerable expertise. The Fundraising Committee are ably supported in their work by a team of respected Nelson Tasman ambassadors, with external advice from external expert Jenni Giblin of Funding HQ.

The build project is being overseen by the ARC Subcommittee, chaired by Derek Shaw, together with internal museum Project Manager Belinda Wheatley and external advisors John Hambleton and Ian MacLennan. Following rigorous procurement processes, Andrew Irving of Irving Smith Architects has been engaged to design the building, and external project management services have been contracted to Cameron Gibson Wells (CGW). Scott's Construction have also been engaged through an early contractor involvement procurement process. We are confident this experienced and professional team will be able to deliver the project within the project budget of \$14.9 million as discussed at the Joint Committee meeting in November 2023.

Mōhua artist Robin Slow is designing the large-scale artwork screen which will cover the ARC building on the Church Street frontage. The artist is working with iwi to establish the kaupapa for the work and the purakaū, narrative elements and taonga which will be depicted within it. This will be a significant large-scale Māori artwork within the Nelson cityscape.

The Trust has also formed a Naming and Rebranding Committee, chaired by Jo Brady with members Kimiora McGregor and Stephen Broad-Paul. The committee will consult with iwi and stakeholders about the naming process for the new facility, and also whether the name of the Museum itself should be revised to a name which better reflects the Nelson Tasman region.

2. To be a highly valued visitor destination, educational provider and venue for cultural and community connection

We will continue to evolve the visitor experience to more closely represent our values and strategic aspirations. Our aim is to be a vibrant, dynamic, and contemporary institution that is relevant to, and inclusive of, all people in the Nelson Tasman region. We will continue to grow our reputation as

a provider of quality content and dynamic storytelling with a strong connection to local communities. We will deliver compelling narratives through a variety of formats and media including onsite experiences, engaging special exhibitions, educational and outreach programmes, and digital channels.

However, we recognise that our staffing is limited and our resources will need to focus on the ARC project. This will be especially true for our collection staff, and there will be a resultant impact on our ability to curate our own in-house exhibitions. During the period of the ARC build and collection relocation, we are planning for a higher ratio of touring exhibitions.

Exhibitions

The financial year begins on 1st July with 'Mana Pakohe' (working title) on display in the upper gallery. This exhibition is currently being curated by the Museum in partnership with the eight iwi of Te Taihū, who will tell their own stories of pakohe (argillite) from their own iwi perspective. The museum acknowledges Ngāti Kuia for their considerable support in developing this highly significant exhibition. 'Mana Pakohe' has been timed to coincide with Ngā Kapa Haka Kura Tuarua secondary school kapa haka festival which will be held in Nelson this winter.

As signalled above, we will then move into a programme of touring exhibitions. Our summer exhibition is currently in negotiation, but we are confident that it will be a strong attractor for local families.

Visitation

In the 2022/23 financial year we received over 56,000 visitors and 6,000 odd education visits. This is against a target of 54,000 visitors and 5,500 education visits. For simplicity and clarity, we will combine these targets going forward. For the 2024/25 FY, we have set a combined target of 60,000.

Education

Our school programme is funded by the Ministry of Education through the Enriching Local Curriculum programme on a contract until end of the 2025 calendar year. The aim of the programme is to deliver upon the new Aotearoa New Zealand Histories curriculum by sharing local stories and knowledge including purakau in partnership with mana whenua for the Nelson Tasman region.

It should be noted though that the value of Ministry of Education funding has not increased materially in over eight years, although the expectation is that it now also covers early childhood education. Our inhouse visitation target for student visits remains at 5,500, but the Ministry reporting focus is on quality over quantity. The teacher satisfaction level is currently tracking at 100% and has done for the last two years.

3) To actively support and collaborate with iwi, cultural heritage organisations and schools within Nelson Tasman

The Museum works with iwi through Te Tai Ao Komiti, consisting of representatives of the six mana whenua and tangata whenua iwi of the marae in Wakatū, Mōhūa and Motueka. This forum provides expert guidance on matters of tikanga, taonga and mātauranga Māori, and is shared with the Bishop Suter Trust, providing opportunities for collaboration and cross-organisational synergies.

As the regional Museum for Nelson Tasman, the Trust aims to continue supporting the Tasman district museums (Golden Bay, Motueka and Murchison) and institutions such as Willow Bank Heritage Village and Higgins Heritage Park. We also work to support iwi, cultural and community organisations throughout Nelson Tasman including marae, Founders Park, Isel House and Broadgreen House. We do this through support and participation in community-based events, through the provision of expertise, hands-on assistance, professional museum support, and providing exhibits for display. In recent years this support has taken a variety of forms including expert assistance, providing a free venue, professional advice, exhibition loans, programme provision and exhibition development.

Our intention is to continue to add cultural, social and economic value across the wider Nelson Tasman region through our outreach programme, supporting our communities in their goals and smaller organisations in their aspirations.

In addition to working with individual organisations to meet their goals, we also support collaboration and partnerships across the region's galleries, libraries, archives and museums (the GLAM sector). We provide advice, guidance, mentoring and coordination for regional hui. We also develop workshops to help strengthen the sector, loan objects for exhibit, and share skills and resources digitally and in person.

This year we will provide professional support on request to Te Taihū district museums and cultural organisations, rather than specifying a set number of hours. This will enable our Collections team to both focus on preparing for the relocation, and to be able to be more responsive when those requests do come in. We will also organise at least two regional hui on topics relevant to all participants.

Over the past year our Education service has provided a 97 outreach sessions to primary, intermediate, secondary, early childhood and tertiary education providers. 46% of students engaging in our programmes last year were from Tasman schools. We envision a similar percentage of outreach and engagement going forward.

4) To continue to develop and provide appropriate care for a strong Collection which is relevant and accessible to, and valued by, Nelson Tasman communities

The Trust's focuses our collecting on material with strong significance and relevance to the Nelson Tasman communities. Active measures are taken to acquire items for the Collection that represent our region's rich cultural history and unique biodiversity. In addition to securing significant historic items for the Regional Heritage Collection as they become available, we also collect objects relating to significant contemporary events and individuals. These objects will better enable our successors to tell the history of today. A focused piece of work this coming FY will be to review, and if necessary update, our Collections Management policy in advance of the relocation.

This year the focus of the Collection staff will be on auditing/updating records, measuring and packing objects to be move-ready when the ARC building is completed. This is a massive task which will require additional resource – this has been budgeted within the ARC project budget over the next two FY. This focus may require curatorial and collection staff to be involved in fewer outreach programmes this year.

5). To improve our sustainability performance

Our focus on preserving the past for future generations means that we are also very conscious of the need to safeguard natural resources. As an institution of scientific knowledge, we have a role in

disseminating research and information about the climate crisis. The Museum places sustainability front and centre of all our operations. In 2021 we commissioned an Audit and Energy Management plan from EMSOL and implemented many of its recommendations. The Trust is pleased with the progress it has made compared to many of our sister arts and culture organisations and will continue to actively work on reducing our environmental impact.

A strong opportunity for the Museum to reduce our energy footprint is with the ARC Facility project, and we will implement measures to reduce energy consumption as far as budget constraints allow. By these actions the Museum can demonstrate good organisational citizenship, community leadership, best practice sustainability and make our own contribution to addressing the pressing global challenges of climate change. Installing solar generation capability on the ARC Facility and the existing museum would make a significant impact on lessening our emissions; however this expense is above budgetary capacity.

A staff Sustainability Committee also meets regularly to identify areas for improvement and brainstorms solutions.

Over 2022 and 23 New Zealand saw a number of weather emergencies, including the major flooding event in Nelson. A focus for this coming FY for staff will be to develop a formal Emergency and Collections Recovery Plan to deal with ongoing issues caused by climate change. This will include learning from institutions affected by recent flooding, and engaging in national conversations about how to assist marae and other organisations conserve precious taonga and collections cared for in the community in the wake of such disasters.

6. To grow and diversify our revenue streams.

The Museum is preparing to operate the new ARC building from the Church Street premises adjacent to our Trafalgar Street site. In the 2024/25 FY we will work to further define and predict operating costs, including air-conditioning, staffing, cleaning etc and establish a schedule for ongoing maintenance. This will inform the operating budget for the Museum going forward, which will incorporate the ARC Facility as part of ongoing operations from the date of opening.

We are also cognisant that the funding environment for non-profit organisations has changed post-Covid, and are aware of the competing demands on local bodies. This work will include investigating opportunities to grow revenue going forward, enabling future refreshment of Museum displays (which are now approaching twenty years old) once the ARC project is completed.

TASMAN BAYS HERITAGE TRUST

Alignment with Joint Community Outcomes

The Museum is actively aligned with the Joint Community Outcomes of Tasman District Council and Nelson City Council, which both Councils adopted as part of their respective Long Term Plans.

1. Our unique natural environment is healthy and protected

The Museum profiles a variety of environmental issues and encourages engagement with, and protection of, our regional biodiversity through education, events and exhibitions such as 'MELTDOWN: Visualising Climate Change' in 2022.

We are implementing internal initiatives and measures for sustainability as outlined in Goal 5 of our Statement of Intent.

2. Our urban and rural environments are people friendly, well-planned, and sustainably managed

The Museum works to create a welcoming and engaging social space contributing to the activation of the Upper Trafalgar precinct. The Museum is free to visit for Nelson Tasman residents (except for occasional major touring exhibitions for which there may be a small entry fee based on a cost recovery basis). Our contribution to the vibrancy of the region has become especially important since the start of the pandemic, providing community engagement in the heart of the city and a domestic tourism destination. We will continue to support cultural heritage activities across the region through outreach to district museums, galleries, libraries, marae, and heritage facilities and organisations.

3. Our infrastructure is efficient, cost effective and meets current and future needs

The Archive, Research and Collections Facility capital works project will deliver a facility that provides the most cost-effective, appropriate and long-term solution to care for the Regional Heritage Collection for future generations. The Trust maintains an Asset Register and Building Maintenance Schedule.

4. Our communities are healthy, safe, inclusive and resilient

We provide many opportunities for community engagement, lifelong learning and engaging experiences. These have been widely identified as key components of Liveable Cities. Our core activities are free for Nelson Tasman residents and our programming will increasingly cater to the diversity of the region. Our public programmes focus on inclusivity. Bespoke programmes are available for visitors with disabilities or neural diversity. We are currently working with Q Youth to better cater to the rainbow community.

5. Our communities have opportunities to celebrate and explore their heritage, identity and creativity

Our core business is to enable local residents to connect with their heritage, both cultural and environmental. We do this through a range of programmes at the Museum, in the community and digitally, making the region's treasures available for visitors and locals alike. We are focused on ensuring engagement across the region as well as increasingly catering to a broader demographic.

6. Our communities have access to a range of social, cultural, educational and recreational facilities and activities

We provide social engagement across demographics and opportunities for life-long learning, recreation and leisure. In the last year we have delivered free-of-charge programmes for thousands

of school children, plus tertiary groups, English as a Second Language (ESL) classes, pre-schoolers, aged communities, special interest groups and the general public.

7. Our Council provides leadership and fosters partnerships, a regional perspective and community engagement

The Museum works with the community to create opportunities for engagement on-site, on-line and in the community. We provide leadership and guidance within and across the sector, to support the activities of local museums and heritage parks, heritage houses, marae, historic organisations, galleries and libraries.

8. Our region is supported by an innovative and sustainable economy

As arguably the most visited cultural tourism attraction in the region, the Museum supports and complements the region's tourism offerings. High-impact window displays, an enhanced digital experience and an attractive retail area has markedly improved the Museum's value proposition and helps bring destination traffic to the Upper Trafalgar precinct.

We attract innovative, highly-educated specialists and creative people from around New Zealand and the world to work at the Museum, who contribute to the regional arts and cultural sector and the local economy.

STRATEGIC GOALS 1 July 2024 – 30 June 2025

Strategic goal	Actions	Measures / KPI
1. To plan for and commence a capital works project which will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection.	1.1 Ensure sufficient funds are in place for completion of project.	1.1.1 Sufficient funding in place to commence construction.
	1.2 Robust planning, budgeting, and project management.	1.2.1 Construction commenced by the end of the Financial Year.
2. To be a highly valued visitor destination, educational provider and venue for cultural and community connection.	2.1 Implement a high-quality visitor experience programme which attracts our diverse local communities and visitors to the region.	2.1.1 Design and deliver a varied visitor experience including at least three exhibitions.
		2.1.2 Implement at least one new accessibility improvement.
		2.1.3 Deliver one visitor experience initiative in partnership with iwi.

	2.2 Consolidate and attain visitation targets.	2.2.1 Achieve target visitation of 60,000 visitors including education visits.
	2.3 Provide a high-quality customer service and visitor experience.	2.3.1 Demonstrated by a minimum of two customer surveys with rating of at least 85% satisfaction.
	2.4 Provide a high-quality educational service.	2.4.1 Teacher satisfaction demonstrated by an average of at least 90% over all teacher evaluations.
3. To actively support and collaborate with iwi, cultural heritage organisations and schools within Nelson Tasman.	3.1 Providing advice, guidance, content, mentoring and support to iwi, smaller galleries, libraries, archives and museums within Nelson Tasman.	3.1.1 Provide Museum support and assistance on request to Te Taihu district museums, iwi and cultural organisations.
		3.1.2 Organise at least two regional museum hui.
	3.2 Provide outreach services to schools, early childhood education centres and other educational institutions within the Tasman area.	3.2.3 Deliver outreach programmes to at least 10 Tasman schools.

4. To continue to develop and provide appropriate care for a strong Collection which is relevant and accessible to, and valued by, Nelson Tasman communities.	4.1 Actively collecting objects that are strongly related to the history and cultural story of Nelson Tasman.	4.1.1 Acquire at least two items of significance to Nelson Tasman (historical or contemporary).
		4.1.2 Review Collections Management Policy in advance of collection move to ARC.
	4.2 Provide digital access to the regional heritage collection.	4.2.1 Upload 3,000 new object records to Collections Online.
	4.3 Pack and care for the Collection during the transition to the new ARC Facility.	4.3.1 Audit and pack all items in key movement pathways.
5. To improve our sustainability performance.	5.1 Preparation to operate under extreme climate-change related weather events.	5.1.1 Develop an Emergency Management & Collections Recovery Plan.
6. Grow and diversify our revenue streams.	6.1 Identify new funding streams to allow for planned operational developments including ARC.	6.1.1 Develop and implement a new operational plan and budget.

TASMAN BAYS HERITAGE TRUST

PROJECTED OPERATING STATEMENT OF FINANCIAL PERFORMANCE

	Actual June 2023	Forecast June 2024	Forecast June 2025	Forecast June 2026	Forecast June 2027
		3.48%	5.62%	3.00%	3.00%
Revenue					
TDC Operating Grant	958,984	992,394	1,048,128	1,079,572	1,111,959
NCC Operating Grant	958,833	991,112	1,047,972	1,079,411	1,111,793
NCC Operating Grant Extra	80,943	83,776	88,464	91,118	93,851
Total Councils	1,998,760	2,067,282	2,184,564	2,250,101	2,317,604
Contracts - Education LEOTC/ELC	82,190	82,189	82,188	82,188	82,188
Other Non Exchange Revenue	36,089	16,684	26,800	28,140	29,547
Exchange Revenue	290,365	250,217	298,380	300,000	307,500
Total Revenue	2,407,404	2,416,372	2,591,932	2,660,429	2,736,839
Staffing	1,214,887	1,361,239	1,413,678	1,441,952	1,470,791
Property	217,785	212,802	209,164	264,622	232,853
Other	205,555	186,344	227,702	232,256	236,901
Total Direct Costs	1,638,227	1,760,384	1,850,544	1,938,830	1,940,545
Gross Surplus	769,177	655,988	741,388	721,599	796,294
Overheads	282,243	268,817	301,429	316,500	332,325
Trustee Fees	70,413	70,440	74,388	76,620	78,918
Finance Costs	7	0	0	0	0
Depreciation	482,953	487,069	487,200	498,000	504,000
Total Operating Expenses	835,616	826,327	863,017	891,120	915,244
Net Result from Operating Activities	(66,439)	(170,339)	(121,629)	(169,521)	(118,950)
Fair Value adjustments on Council Loans	32,816	26,227	19,367	12,225	2,395
Operating Surplus/(Deficit) Before ARC	(99,256)	(196,566)	(140,996)	(181,746)	(121,345)
ARC Project Funding (external sources)	250,000	850,000	12,600,000	-	-
ARC Project Direct Costs	(9,144)	(2,965)	(275,000)	(195,000)	-
Operating Costs ARC	240,856	847,035	12,325,000	(195,000)	-
Net Result incl ARC Project	141,601	650,469	12,184,004	(376,746)	(121,345)

TASMAN BAYS HERITAGE TRUST

PROJECTED OPERATING STATEMENT OF FINANCIAL POSITION

	Actual June 2023	Forecast June 2024	Forecast June 2025	Forecast June 2026	Forecast June 2027
Assets					
Cash & Bank	262,956	319,686	435,257	23,686	59,486
Bank (ARC Project)	95,289	189,252	1,119,218	-	-
Debtors	68,708	68,708	68,708	68,708	68,708
Stock on Hand	34,935	34,935	34,935	34,935	34,935
WIP ARC Project	379,238	1,332,310	12,861,635	-	-
Non Current Assets	31,750,567	31,323,498	30,886,298	44,364,200	44,110,200
Total Assets	32,591,693	33,268,389	45,406,051	44,491,529	44,273,329
Liabilities					
Bank Overdraft (Revolve Facility)	-	-	-	-	-
Creditors	118,361	102,652	102,652	102,651	102,651
Creditors ARC Project	-	215,709	350,000	-	-
Wage & Holiday Pay Accrual	85,079	85,079	85,079	85,079	85,079
Grants Received in Advance	4,878	4,878	4,878	4,878	4,878
Loan ex NCC/TDC	639,036	465,263	284,630	96,855	-
Total Liabilities	847,355	873,582	827,240	289,464	192,609
Net Assets	31,744,338	32,394,807	44,578,811	44,202,065	44,080,720
Equity					
Retained Earnings	14,583,164	14,724,765	15,375,234	27,559,238	27,182,492
Current Year Earnings	141,601	650,469	12,184,004	(376,746)	(121,345)
Revaluation Reserve	17,019,573	17,019,573	17,019,573	17,019,573	17,019,573
Total Equity	31,744,338	32,394,807	44,578,811	44,202,065	44,080,720

TASMAN BAYS HERITAGE TRUST

PROJECTED OPERATING STATEMENT OF CASHFLOWS

	Actual June 2023	Forecast June 2024	Forecast June 2025	Forecast June 2026	Forecast June 2027
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>					
Council Operating Grants	1,998,760	2,067,282	2,184,564	2,250,101	2,317,604
Contracts	84,349	82,190	82,189	82,188	82,188
External ARC Funding	250,000	850,000	12,600,000	-	-
Interest Received	9,767	-	-	-	-
Receipts from Other Revenue	305,419	266,900	325,179	328,139	337,047
Payments to Suppliers & Employees	(2,032,873)	(2,102,606)	(2,501,361)	(2,526,950)	(2,351,789)
Interest Paid	7	-	-	-	-
Net Cash from Operating Activities	615,429	1,163,765	12,690,571	133,478	385,050
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>					
Maturing/Sale of Investments	-	-	-	-	-
Purchase of New Property & Fixed Assets	(92,910)	(60,000)	(50,000)	-	(250,000)
ARC Project WIP	(235,295)	(753,072)	(11,395,034)	(1,464,267)	-
Purchase of Investments	-	-	-	-	-
Net Cash from Investing Activities	(328,205)	(813,072)	(11,445,034)	(1,464,267)	(250,000)
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>					
Cash from/(to) Overdraft Facility	-	-	-	-	-
Repayment of Council Borrowings	(200,000)	(200,000)	(200,000)	(200,000)	(99,250)
Net Cash from Financing Activities	(200,000)	(200,000)	(200,000)	(200,000)	(99,250)
Net Increase (Decrease) in Cash	87,224	150,693	1,045,537	(1,530,789)	35,800
Opening Cash Balance	271,021	358,245	508,938	1,554,475	23,687
Closing Cash Balance	358,245	508,938	1,554,475	23,687	59,487