

# **AGENDA**

**Ordinary meeting of the**

**Joint Shareholders Committee**

**Wednesday 2 September 2015**

**Commencing at 9.30am**

**Council Chamber**

**Civic House**

**110 Trafalgar Street, Nelson**

Membership: Her Worship the Mayor of Nelson Rachel Reese (Chairperson), Deputy Mayor of Nelson Paul Matheson, Nelson City Councillors Pete Rainey, Brian McGurk, Ian Barker, and Eric Davy, His Worship the Mayor of Tasman Richard Kempthorne, Deputy Mayor of Tasman Tim King, Tasman District Councillors Michael Higgins, Judene Edgar, Trevor Norriss and Stuart Bryant

Guidelines for councillors attending the meeting, who are not members of the Committee, as set out in Standing Orders:

- All councillors, whether or not they are members of the Committee, may attend Committee meetings (SO 2.12.2)
- At the discretion of the Chair, councillors who are not Committee members may speak, or ask questions about a matter.
- Only Committee members may vote on any matter before the Committee (SO 3.14.1)

It is good practice for both Committee members and non-Committee members to declare any interests in items on the agenda. They should withdraw from the table for discussion and voting on any of these items.

**1. Apologies**

Nil

**2. Confirmation of Order of Business**

**3. Interests**

3.1 Updates to the Interests Register

3.2 Identify any conflicts of interest in the agenda

**4. Public Forum**

**5. Confirmation of Minutes**

5.1 24 July 2015 (Extraordinary Meeting)

**7 - 10**

Document number M1369

Recommendation

***THAT the minutes of the extraordinary meeting of the Joint Shareholders Committee, held on 24 July 2015, be confirmed as a true and correct record.***

5.2. 17 April 2015

**11 - 16**

Document number A1345011

Recommendation

***THAT the minutes of the meeting of the Joint Shareholders Committee, held on 17 April 2015, be confirmed as a true and correct record.***

**6. Tasman Bays Heritage Trust Statement of Intent 2015/16**

**17 - 45**

Document number R4237

Recommendation

**THAT the report Tasman Bays Heritage Trust Statement of Intent 2015/16 (R4237) and its attachments (A1389167 and A1389171) be received;**

**AND THAT the Tasman Bays Heritage Trust Statement of Intent 2015/16 (A1389167) be approved for signing.**

**PUBLIC EXCLUDED BUSINESS**

**7. Exclusion of the Public**

Recommendation

**THAT, in accordance with section 48(5) of the Local Government Official Information and Meetings Act 1987, Rob Evans, Paul Steere and Evzen Novak remain after the public has been excluded, for Item 4 of the Public Excluded agenda Presentation from Nelson Airport Limited, as they have knowledge that will assist the Committee;**

**AND THAT, in accordance with section 48(6) of the Local Government Official Information and Meetings Act 1987, the knowledge that Rob Evans, Paul Steere and Evzen Novak possess relates to Nelson Airport Limited plans for the development.**

Recommendation

**THAT, in accordance with section 48(5) of the Local Government Official Information and Meetings Act 1987, Daryl Wehner, and Bronwyn Monopoli remain after the public has been excluded, for Item 5 of the Public Excluded agenda Port Nelson Ltd Draft Statement of Intent 2015/16 as they have knowledge that will assist the Committee;**

**AND THAT, in accordance with section 48(6) of the Local Government Official Information and Meetings Act 1987, the knowledge that Daryl Wehner and Bronwyn Monopoli possess relates to the Port Nelson Draft Statement of Intent 2015/16.**

Recommendation

**THAT the public be excluded from the following parts of the proceedings of this meeting.**

**The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:**

<b>Item</b>	<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Particular interests protected (where applicable)</b>
<b>1</b>	<b>Extraordinary Joint Shareholders Committee Meeting Minutes - Public Excluded - 24 July 2015</b>	Section 48(1)(a)  The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	The withholding of the information is necessary: <ul style="list-style-type: none"> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</li> <li>• Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person.</li> </ul>
<b>2</b>	<b>Joint Shareholders Committee Meeting Minutes - Public Excluded - 17 April 2015</b>	Section 48(1)(a)  The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> <li>• Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities</li> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage,</li> </ul>

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
			negotiations (including commercial and industrial negotiations)
3	<p><b>Presentation from Nelson Airport Limited</b></p> <p>This presentation relates to plans for development</p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>• Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities</li> </ul>
4	<p><b>Port Nelson Ltd Draft Statement of Corporate Intent 2015/16</b></p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>
5	<p><b>Directors and Trustees Remuneration 2015/16</b></p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>• Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities</li> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>

## 8. Re-admittance of the public

Recommendation

**THAT the public be re-admitted to the meeting.**

**Minutes of an extraordinary meeting of the Joint Shareholders Committee**

**Held in the Council Chamber, Civic House, 110 Trafalgar Street, Nelson**

**On Friday 24 July 2015, commencing at 9.03am**

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Present: Her Worship the Mayor R Reese (Chairperson), Deputy Mayor of Nelson P Matheson, Councillors P Rainey, B McGurk, E Davy, His Worship the Mayor of Tasman R Kempthorne (Chairperson), T King (Deputy Chairperson), M Higgins, and S Bryant

In Attendance: Chief Executive Nelson City Council (NCC) (C Hadley), Chief Executive Tasman District Council (TDC) (L McKenzie), Group Manager Corporate Services NCC (N Harrison), Corporate Services Manager TDC (M Drummond), and Administration Adviser NCC (S McLean)

Apologies: Nelson City Councillors I Barker for attendance and E Davy for lateness, and Tasman District Councillor J Edgar for attendance

**1. Apologies**

Resolved JSC/2015/001

***THAT apologies be received and accepted from Nelson City Councillors I Barker for attendance and E Davy for lateness, and Tasman District Councillor J Edgar for attendance.***

Higgins/Matheson

Carried

Attendance: Councillor Rainey joined the meeting at 9.06am.

**2. Confirmation of Order of Business**

There was no change to the order of business.

### 3. Interests

There were no updates to the Interests Register, and no interests with items on the agenda were declared.

### 4. Public Forum

There was no public forum.

### 5. Exclusion of the Public

Paul Steer and Rob Evans, of Nelson Airport Ltd, were in attendance for Item 3 of the Public Excluded agenda to answer questions and, accordingly, the following resolution was passed:

Resolved JSC/2015/002

***THAT, in accordance with section 48(5) of the Local Government Official Information and Meetings Act 1987, Paul Steere and Rob Evans remain after the public has been excluded, for Item 3 of the Public Excluded agenda (Nelson Airport Ltd – Statement of Intent 2015/16), as they have knowledge that will assist the Council;***

***AND THAT, in accordance with section 48(6) of the Local Government Official Information and Meetings Act 1987, the knowledge that Paul Steere and Rob Evans possess relates to the Nelson Airport Statement of Intent 2015/16.***

Her Worship the Mayor of Nelson/His Worship the Mayor of Tasman

Carried

Resolved JSC/2015/003

***THAT the public be excluded from the following parts of the proceedings of this meeting.***

***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

Her Worship the Mayor of Nelson/His Worship the Mayor of Tasman

Carried



Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	<b>Nelson Airport Ltd - Statement of Intent 2015/16</b>	Section 48(1)(a)  The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> <li>Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>

The meeting went into public excluded session at 9.07am and resumed in public session at 9.24am.

## 6. Re-admittance of the Public

Resolved JSC/2015/004

***THAT the public be re-admitted to the meeting.***

Her Worship the Mayor of Nelson/Matheson

Carried

## 7. Exclusion of the Public

Resolved JSC/2015/005

***THAT, in accordance with section 48(5) of the Local Government Official Information and Meetings Act 1987, Simon Orr remain after the public has been excluded, for Item 3 of the Public Excluded agenda (Nelson Airport Ltd – Statement of Intent 2015/16), as he has knowledge that will assist the Council;***

***AND THAT, in accordance with section 48(6) of the Local Government Official Information and Meetings Act 1987, the knowledge that Simon Orr possesses relates to the Nelson Airport Statement of Intent 2015/16.***

Her Worship the Mayor of Nelson/His Worship the Mayor of Tasman

Carried

Resolved JSC/2015/006

***THAT the public be excluded from the following***

**parts of the proceedings of this meeting.**

**The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:**

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	<b>Director appointments for Port Nelson Limited and Nelson Airport Limited</b>	Section 48(1)(a)  The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> <li>• Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person</li> </ul>

Higgins/Matheson

Carried

The meeting went into public excluded session at 9.25am and resumed in public session at 10.24am.

**8. Re-admittance of the Public**

Resolved JSC/2015/007

**THAT the public be re-admitted to the meeting.**

Her Worship the Mayor of Nelson/Rainey

Carried

**9. Meeting Date**

It was agreed that the Joint Shareholders Committee meeting set for 14 August would be delayed until September.

There being no further business the meeting ended at 10.26am.

Confirmed as a correct record of proceedings:

\_\_\_\_\_ Chairperson \_\_\_\_\_ Date

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**Minutes of a meeting of the Nelson City Council Tasman District Council Joint Shareholders Committee**

**Held in the Council Chamber, Civic House, 110 Trafalgar Street, Nelson**

**On Friday 17 April 2015, commencing at 1.37pm**

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**Present:** His Worship the Mayor of Tasman R Kempthorne (Chairperson), Deputy Mayor of Nelson P Matheson, Nelson City Councillors E Davy, I Barker, B McGurk, and P Rainey, Deputy Mayor of Tasman T King, and Tasman District Councillors J Edgar, S Bryant, and M Higgins

**In Attendance:** Nelson City Councillor G Noonan  
Tasman District Council: Chief Executive (L McKenzie) and Corporate Services Manager (M Drummond)  
Nelson City Council: Group Manager Community Services (C Ward), Group Manager Corporate Services (N Harrison), and Administration Adviser (S McLean)

**Apologies:** Her Worship the Mayor of Nelson R Reese and Tasman District Councillor T Norriss

**1. Apologies**

Resolved

***THAT apologies be received and accepted from Her Worship the Mayor of Nelson R Reese and Tasman District Councillor T Norriss.***

Matheson/Davy

Carried

**2. Confirmation of Order of Business**

There was no change to the order of business.

**3. Interests**

There were no updates to the Interests Register, and no interests with items on the agenda were declared.

**4. Public Forum**

There was no public forum.

**5. Confirmation of Minutes – 28 November 2014**

Document number A1281364, agenda pages 6-8 refer.

Resolved

***THAT the minutes of the meeting of the Nelson City Council, Tasman District Council – Joint Shareholders Committee, held on 28 November 2014, be confirmed as a true and correct record.***

His Worship the Mayor of Tasman/Bryant

Carried

**6. Port Nelson Limited – Half Yearly Report**

Document number A1337680, agenda pages 9-14 refer.

Attendance: Tasman District Councillor King declared an interest in item 6, Port Nelson Limited – Half Yearly Report, and sat back from the table.

Resolved

***THAT the report Port Nelson Limited – Half Yearly Report (A1337680) and its attachment (A1332461) be received.***

Davy/Rainey

Carried

**7. Nelson Airport Ltd - Half Yearly Report (December 2014)**

Document number A1339437, agenda pages 15-32 refer.

Attendance: Tasman District Councillor Edgar declared an interest in item 7, Nelson Airport Ltd – Half Yearly Report, and sat back from the table.

Concern was raised about potential risk to shareholders from airport development and alternative operators. It was suggested the Board could be asked to report to shareholders on any concerns in these areas and on any monitoring that was taking place.

In response to a question, Corporate Services Manager, Mike Drummond, confirmed the work on revaluation of assets was still in progress.

A1345011

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Resolved

***THAT the Joint Shareholders Committee receives the Nelson Airport Ltd - Half Yearly Report (December 2014) report.***

Bryant/McGurk

Carried

**8. Tasman Bays Heritage Trust Statement of Intent 2015/16 and Half Yearly Report**

Document number A1332722, agenda pages 33-53 refer.

Group Manager Community Services, Chris Ward, presented the report.

Attendance: Councillor Matheson left the meeting at 1.54pm.

There was discussion about the need for clear targets, and concern was raised about the forecasted decrease in target levels.

Attendance: Councillor Matheson returned to the meeting at 1.56pm.

Mr Ward confirmed that a full response to the Strategic Review would be developed by Tasman Bays Heritage Trust over the coming years.

Attendance: The meeting adjourned from 1.59pm to 2.02pm.

Peter Millward, Chief Executive of the Nelson Provincial Museum, joined the meeting.

Mr Millward said the Board was focussed on developing long term strategic goals, which were still to be reviewed. He spoke on initial results from recent changes at the Museum, and highlighted the potential link from this work to an increase in visitor numbers.

In response to a question, Mr Millward clarified that the key strategic objectives listed in the draft Statement of Intent were the management response to what the Board wanted to achieve over the next three years.

In response to questions about the Learning Experiences Outside the Classroom contract, Mr Millward said there had been no indications from the Ministry of Education as to the likelihood of continued funding. He said the third party revenue figures included this contract funding until mid 2016.

In response to concerns about the reduction in third party revenue, Mr Millward advised this was partly due to one-off grants that had been received in 2013/14.

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Joint Shareholders Committee Minutes  
17 April 2015

6. Joint Shareholders Committee Minutes - 17 April 2015

Mr Millward confirmed the Board had received the opportunity to comment on the draft Statement of Intent.

It was agreed that Council officers should work with Mr Millward to ensure the intent of the letter of expectation and the Strategic Review were given effect to in the Trust's Statement of Intent.

In response to questions, Mr Millward agreed to contact the iwi Trustee to ensure that all iwi were taken into consideration in the Trust's Deed.

The Letter of Expectation for the Trust (A1300927) was tabled for the Committee's information.

It was agreed that the Statement of Intent should identify which objectives were the priority for year ahead.

Resolved

***THAT the report Tasman Bays Heritage Trust Statement of Intent 2015/16 and Half Yearly Report (A1332722) and its attachments (A1334660, A1333055 and A1334741) be received;***

***AND THAT the Committee authorises officers to work with the Chief Executive of the Tasman Bays Heritage Trust to ensure that the Board's strategy and measures give effect to the letter of expectation and Strategic Review before reporting back to the Joint Shareholders Committee;***

***AND THAT the Committee requests that the report back cover any matters in the letter of expectation and Strategic Review that are not taken up and give reasons why;***

***AND THAT a final Statement of Intent be reported back to the Joint Shareholders Committee in August 2015.***

Edgar/Davy

Carried

**PUBLIC EXCLUDED BUSINESS**

**9. Exclusion of the Public**

Resolved

***THAT the public be excluded from the following parts of the proceedings of this meeting.***

A1345011

4

**The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:**

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	<p><b>Joint Shareholders Committee – Public Excluded Minutes – 28 November 2014</b></p> <p>These minutes confirm the minutes of 7 October 2014.</p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>• Section 7(2)(a) To protect the privacy of natural persons</li> <li>• Section 7(2)(i) To carry out negotiations</li> </ul>
2	<p><b>Nelson Airport Ltd 2015 Statement of Intent</b></p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>• Section 7(2)(h) To carry out commercial activities</li> <li>• Section 7(2)(i) To carry out negotiations</li> </ul>

Matheson/Higgins

Carried

Attendance: Nelson City Councillor Barker left the meeting at 2.43pm.

The meeting went into public excluded session at 2.44pm and resumed in public session at 3.08pm, during which time Tasman District Councillor Edgar left the meeting and Nelson City Councillor Barker returned to the meeting.

#### 10. Re-admittance of the public

Resolved

**THAT the public be re-admitted to the meeting.**

Barker/Higgins

Carried

A1345011

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Joint Shareholders Committee Minutes  
17 April 2015

6. Joint Shareholders Committee Minutes - 17 April 2015

There being no further business the meeting ended at 3.08pm.

Confirmed as a correct record of proceedings:

\_\_\_\_\_ Chairperson \_\_\_\_\_ Date



## Tasman Bays Heritage Trust Statement of Intent 2015/16

### 1. Purpose of Report

- 1.1 To approve the Tasman Bays Heritage Trust (TBHT) Statement of Intent (SOI) 2015/16 (attachment 1) for signing.

### 2. Delegations

- 2.1 The Joint Shareholders Committee has the power to decide on all matters relating to jointly owned Council Controlled Organisations and Council Controlled Trading Organisations, including statements of intent, statements of corporate intent, half yearly reports, the appointment of directors and setting of directors' fees.

### 3. Recommendation

***THAT the report Tasman Bays Heritage Trust Statement of Intent 2015/16 (R4237) and its attachments (A1389167 and A1389171) be received;***

***AND THAT the Tasman Bays Heritage Trust Statement of Intent 2015/16 (A1389167) be approved for signing.***

### 4. Background

- 4.1 The Joint Shareholders Committee received the draft SOI from TBHT at its meeting on 17 April 2015. The Committee resolved:

*THAT the report Tasman Bays Heritage Trust Statement of Intent 2015/16 and Half Yearly Report (A1332722) and its attachments (A1334660, A1333055 and A1334741) be received;*

*AND THAT the Committee authorises officers to work with the Chief Executive of the Tasman Bays Heritage Trust to ensure that the Board's strategy and measures give effect to the letter of expectation and Strategic Review before reporting back to the Joint Shareholders Committee;*

*AND THAT the Committee requests that the report back cover any matters in the letter of expectation and Strategic Review that are not taken up and give reasons why;*

*AND THAT a final Statement of Intent be reported back to the Joint Shareholders Committee in August 2015.*

- 4.2 Council officers have discussed the SOI with the TBHT Chief Executive and with Trustees. As a result, changes have been made to the SOI and the Trust has provided a cover letter detailing its response to the Strategic Review.

## **5. Discussion**

### **Changes made to the Draft SOI**

- 5.1 A number of changes have been made to the draft SOI previously presented to the Committee. These include:
- 5.1.1 Inclusion of additional statutory information as required under Schedule 8, s9 of the Local Government Act 2002 (pages 1-9 of the SOI).
- 5.1.2 Clear relationship between Strategic Objectives, Performance Measures, Targets and timeframes for action
- 5.1.3 New performance measures as follows:
- Reporting of outcomes (objective 1)
  - The Trust will work with Councils and other major stakeholders to continue the development of planning for the redevelopment of Research and Collection storage facilities (objective 4)
- 5.1.4 The performance measure 'Play a lead role in maintaining and activating the Museum and Gallery network of the Nelson-Tasman region is moved to objective 2.
- 5.1.5 Changes to the content and presentation of KPI's, including targets for regional outreach (page 20).

### **Covering letter from TBHT**

- 5.2 The covering letter provides a link between the Strategic Review and the SOI. The Trustees have summarised the key recommendations and have confirmed that these are addressed within the SOI.
- 5.3 Officers concur and believe that the Trust has indicated a strong commitment to change, in line with the direction given by the Strategic Review. It is recommended that the SOI is approved.

## **6. Options**

- 6.1 The Committee can either approve the Statement of Intent for signing or request further changes. Officers believe that the SOI as presented should be approved for signing.

## **7. Alignment with relevant Council policy**

- 7.1 This decision is a part of a statutory process. Support for TBHT is consistent with the councils' regional community outcome of 'Our communities have opportunities to celebrate and explore their heritage, identity and creativity.'

## **8. Assessment of Significance against the Council's Significance and Engagement Policy**

- 8.1 This decision is not significant in terms of Council's Significance and Engagement Policy.

## **9. Consultation**

- 9.1 No consultation has been carried out other than with the Tasman Bays Heritage Trust.

## **10. Inclusion of Māori in the decision making process**

- 10.1 No specific consultation has been carried out with Maori. There is iwi representation on the TBHT Board.

## **11. Conclusion**

- 11.1 The Tasman Bays Heritage Trust has submitted a revised SOI that is compliant with Schedule 8 of the Local Government Act 2002 and which incorporated the changes requested previously by the Joint Shareholders Committee.

Chris Ward  
**Group Manager Community Services**

### **Attachments**

Attachment 1: A1389167 - TBHT Statement of Intent 2015/16

Attachment 2: A1389171 - TBHT Statement of Intent letter

## **1 Introduction**

This statement is submitted by the Tasman Bays Heritage Trust (the Trust) as a Council Controlled Organisation of Nelson City Council and Tasman District Council (the stakeholders), and in terms of Section 64 of the Local Government Act, 2002, and sets out the intentions and expectations of the Trust for the period **1 July 2015 - 30 June 2016**. This is the lead document and is accompanied by the Strategic Plan agreed by the Board of Trustees.

## **2 Principal Objectives**

The aim of the Trust shall be to:

- 2.1** foster, promote and celebrate a sense of history and awareness of the importance of the Nelson and Tasman region's heritage and identity and the relationship of the Tangata Whenua as kaitiaki of taonga Maori within the rohe of Te Tau Ihu; and
- 2.2** be a good employer; and
- 2.3** exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- 2.4** conduct all trading affairs in accordance with sound business practice.

## **3 Governance Statement**

### **3.1 Structure, Function and Obligations of the Board.**

#### **3.1.1 The Role of the Board**

- To set policy.
- Ensuring the Trust meets its objectives approved in the Deed of Trust, Statement of Intent and Memorandum of Understanding with the two Council stakeholders.
- Ensuring the Trust complies with all its lawful obligations.
- Ensuring sound financial management of the Trust.
- Ensuring the stakeholders are kept well informed on all relevant issues, and that there are no surprises on matters likely to cause community or political concern.
- Encouraging the stakeholders to take an active and positive role in ensuring that the museum meets its objectives and continues to aim for sustainable growth within the community
- Employing the Chief Executive (including entering into a performance management agreement, reviewing performance and setting remuneration).

#### **3.1.2 Composition of the Board**

- The Board is made up no more than seven, nor less than five, non-executive Trustees.

- The appointment, rotation and removal of Trustees shall be in accordance with the procedures defined in the Deed of Trust and the Councils policy and procedure for the joint appointment of directors/trustees of council controlled organisations and council controlled trading organisations.

### **3.2 Guidance and Resources Provided to Board Members**

#### **3.2.1 Resources available to Board members to carry out their duties:**

Sound financial management systems that provide Board reports as follows:

- Statement of Financial Position for the preceding month and year to date.
- Statement of Financial Performance for the preceding month and year to date.
- Statement of Cash Flow for the preceding quarter and forecast for next quarter.
- Schedule of Fixed Assets for the preceding quarter and year to date.
- Chief Executive's report addressing issues related to the Trust and Museum performance against objectives (financial and non-financial).

#### **3.2.2 The Board will ensure that relevant training opportunities and an induction kit are made available to Trustees.**

#### **3.2.3 Code of Conduct:**

- All Board members shall observe the Governance Charter, 2008.
- All Board members will be required to comply with the New Zealand Institute of Directors "Code of Proper Practice for Directors".
- All Board members will apply their best endeavours to ensure the Trust achieves the financial, cultural, social and environmental objectives defined in Section 2 of this document.
- All Board members will apply their best endeavours to ensure the Trust complies with the requirements of its Deed of Trust, Memorandum of Understanding and the statutory compliance of the annual Statement of Intent and Strategic Plan.
- All Board members will apply their best endeavours to ensure the Trust complies with the Museums Aotearoa Code of Ethics.
- Board members are expected to devote the time, diligence, effort and commitment to allow the board to achieve its objectives.

### **3.3 Significant Policies in Place for Accountability**

#### **3.3.1 The Board shall ensure the Trust complies with the reporting requirements of the Local Government Act, the Trust Deed and those outlined in Section 7 of this document.**

#### **3.3.2 Risk Management Policies:**

- The Board shall ensure that appropriate insurance is maintained on all insurable risks of the Trust, and in particular public liability insurance.
- The Board shall ensure that the Trust has systems in place to achieve compliance with the Health & Safety in Employment Act 1992 and subsequent amendments.
- The Board shall review appropriate security measures to safeguard assets (cash, collection, archives) and staff handling of such assets.

#### 3.3.3 Remuneration

- Trustees may with the prior approval of both Councils, and in accordance with the Terms of the Deed of Trust, resolve to pay themselves an annual remuneration.

## 4 Nature and Scope of Activities

The objects for which the Trust is established are detailed in the Deed of Trust:

- To manage and operate the Museum in accordance with the Strategic Plan, to manage the Trusts assets and facilities, and acquire and manage the collections, including research collections of archives, library and photographs, and to operate them for the benefit of the residents of the region and the public generally, in accordance with the Strategic Plan;
- To recognise the special nature of the history of the region and the role of Tangata Whenua as kaitiaki of taonga Maori and special contribution to the heritage and identity of Te Tau Ihu;
- To support the strategic direction and policies of Nelson City Council and Tasman District Council in relation to cultural heritage issues and to enhance the special character of the region by protecting and celebrating its heritage and promoting it as a destination for cultural tourism (in association with Nelson Tasman Tourism, other regions and Tourism NZ);
- To foster support from a wide network including employees, volunteers, iwi, life associates, ratepayers and residents, educational providers, domestic and international visitors, heritage and other interest groups, corporate sponsors, private donors and supporters, philanthropic / funding agencies, Museums Aotearoa and departments of the New Zealand government;
- To foster effective participation with the community on heritage matters;
- To develop exhibition programmes and education policies for the Trust facilities and Museum services, with a view to maximising public utilisation of these facilities and services at TA445 in Nelson City and the Research Facility at Isel Park.
- To provide services which relate to the education of the residents of the Nelson and Tasman region, the rohe of Te Tau Ihu, and the wider community generally, relating to the region's past history and heritage issues relating to the present time; via exhibitions, our website and direct and electronic access to collections;
- To collaborate with other museums and facilities within the region to maximise community input into heritage issues;
- To develop and maintain partnership programmes with other Museums;
- To consult with and seek input from the community generally by whatever manner the Trustees deem appropriate to enable the services provided by the Trust and the Museum to be in accordance with the wishes of the community;

- To retain Acquisition, Deaccession, Exhibition and Collection Policies for the Trust;
- To provide all financial, administration, marketing, technology and other services required for the Trust facilities;
- To acquire land and other assets where such land or other assets can be used in conjunction with the Trust facilities or to promote the aims and objectives of the Trust;
- To ensure that all facilities are managed effectively;
- To comply with all relevant legislation and regulations and, where practicable, observe and support all international conventions and treaties as they relate to museums and items held by museums;
- To protect and manage for the benefit of the Museum all intellectual property, including trademarks, copyright and any reproduction rights;

Generally to do all acts, matters and things that the Trustees consider necessary or conducive to further or attain the objects and aims of the Trust set out above.

## **5 Accounting Policies**

The reporting entity is Tasman Bays Heritage Trust. The financial year is from 1 July until 30 June.

The Trust reports financially under the new Accounting Standards Framework implemented by the Financial Accounting External Reporting Board to effect changes enacted by the new Financial Reporting Act 2013. For Financial Reporting purposes the Trust is a “Not-For-Profit Public Benefit Entity”. The Trust reports under the Tier 3 PBE Accounting Standards. All transactions in the financial statements are reported using the accrual basis of accounting.

The Trust has elected to opt up to Tier 2 PBE Accounting Standard for PBE IPSAS 17 Property, Plant and Equipment so that it can revalue its assets to fair value, and opt up to PBE IPSAS 29 and PBE IPSAS 30 to enable Council loans to be recognised at their fair value.

The Trust reports internally on a monthly accounting cycle with actuals for the Statement of Financial Performance and Statement of Financial Position being presented to Management and the Board monthly. Progress against budgets and forecasts is regularly monitored internally and reported against.

The Accounting policies are those set out in the Trust’s Annual Report.

### **5.1 Measurement Base**

The financial accounting policies recognised which materially affect the measurement of financial performance and financial position will be applied.

## 5.2 Goods and Services Tax

The financial statements will be prepared so that all components are stated exclusive of Goods and Services Tax.

## 5.3 Fixed Assets

Tasman Bays Heritage Trust has the following classes of assets:

- Land, Buildings and Improvements
- Plant and Equipment
- Exhibition Fit Outs – permanent gallery
- Office Furniture and Fittings
- Collections

All fixed assets acquired from the Nelson Provincial Museum [NPM] in 2000-01 were recorded at their previous book value. Subsequent additions are recorded at cost. Collection assets donated to, or acquired by, the Trust are recorded and are not subject to depreciation. Items with a value greater than \$500 are approved prior to accession and where practicable a value is assigned based on research.

## 5.4 Depreciation

The Trust adheres to its Depreciation Policy. Each asset group has been assigned an appropriate depreciation rate calculated to allocate asset costs over their estimated life.

Land and Buildings are assessed on Fair Value. A new schedule was adopted in 2009-10. Buildings are valued for Audit and Insurance purposes biennially.

## 5.5 Financial Instruments

The Trust is party to financial instruments as part of its normal operations. These financial instruments include; bank accounts, short-term deposits, accounts receivable, accounts payable and loans.

Revenue and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance.

All financial instruments are recognised in the Statement of Financial Position.

## 5.6 Employee Entitlements

Provision is made in respect of the Trust's liability for annual leave. Annual leave has been calculated on an actual entitlement basis at current rates of pay.

## 5.7 Audit and Risk Management Committee

This Board sub-committee was established in 2008-9 to consider all financial and accounting information and to identify and assist in the management of the risk framework.



## **6 Performance Targets**

### **6.1 Annual Objectives**

As detailed in the Strategic Plan document.

- Governance, Financial and Strategic Performance Objectives set by the Board
- Service Performance Objectives developed by the CEO with senior staff

### **6.2 Governance Obligations**

- Operate within the annual budget at all times.
- Consult with Te Tai Ao Komiti to assist with kaitiakitanga of taonga Maori.
- Maintain the Research Library and catalogue and care for the NPM collection at Isel Park.
- Prioritise strategies that contribute towards sustainable growth and future certainty.
- Open the Nelson city facility at TA 445 to the public for 363 days per year. Operate within the annual budget at all times.
- Care for the NPM Collection in accordance with Museums standards and legal requirements.

## **7 Reporting to Stakeholders**

Financial reports will be provided to stakeholders in accordance with statutory compliance.

### **7.1 Draft Statement of Intent (SOI)**

The Trust will begin development of the SOI by 30 November in each year. No later than 28 February in each year, the Trust will deliver to the stakeholders a DRAFT Statement of Intent [SOI], Strategic Plan and Budgets which fulfil the requirements of LGA 2002 (Section 64).

### **7.2 Completion of Statement of Intent (SOI)**

The stakeholders' comments on the draft are to be received no later than 30 April. After due consideration, the Trustees will deliver to the stakeholders a FINAL SOI for the stakeholders approval, on or before the 30 June each year.

### **7.3 Strategic Plan**

A Strategic Plan prepared in accordance with Section 29 of the Deed of Trust will be included in the DRAFT and FINAL SOI. The Strategic Plan will include:

Performance objectives and Proposed budget (year 1) and Indicative budgets (years 2 & 3)

#### **7.4 Half Year Report**

After the end of the half year (31 December) of the financial year the Trust will deliver to the stakeholders a brief un-audited report containing the following information in respect of the period under review (due no later than 28 February).

- Statement of financial performance disclosing actual & budgeted revenue and expenditure (P&L) and comparative figures from previous half year report.
- Statement of financial position at the end of the period.
- Statement of cash flow.
- A Trust commentary on the results for the period, including progress against objectives in the Statement of Intent and the Strategic Plan. An outlook for the second half year, with reference to any significant factors that are likely to have an effect on performance.

#### **7.5 Annual Report**

On or before 30 September, the Trustees shall deliver to the stakeholders an annual report which fulfils the statutory requirements of LGA 2002 (Section 67) and prepared to comply with NZ International Financial Reporting Standards (IFRS) and audited financial statements in respect of the financial year containing at least the following information:

- A report including a summary of the financial results, a review of operations and comparison of performance in relation to objectives in the Statement of Intent and the Strategic Plan.
- Statement of financial performance disclosing actual and budgeted revenue and expenditure and comparative figures from previous annual reports.
- Statement of financial position at the end of the year.
- Statement of cash flows.
- Auditor's report on the above statements and the measure of performance in relation to the declared objectives.
- The annual report is to be available for public inspection (on the NPM website).

#### **8 Procedure for Acquisition of Other Interests**

If the Trustees believe that Tasman Bays Heritage Trust should invest in or otherwise acquire any interests in any other organisation, or property, they will obtain the approval of both stakeholding Councils. This will require a resolution passed by each Council.

#### **9 Funding from Local Authorities**

An annual funding contribution shall be made to the Trust as an operational grant, in accordance with the funding agreement in the Memorandum of Understanding. This grant and other Council funding such as Trustee fees or special funds will be clearly identified by the Trust in the SOI budgets. In addition to the base funding Tasman District Council makes storage space available at Whakatu Estate in a lease arrangement [at an estimated value of over \$65,000pa] and Nelson City Council has made a grant of \$70,480pa available for work on the Collection Inventory project. The confirmation of funding requires the approval of each Council by resolution. Council provisions for the Trust will be disclosed in each Council's ten year Long Term Plan [LTP], annual plans and annual reports. The Trust will submit all funding requests to the two Councils in accordance with due process.

#### **10 Estimate of the Trusts Value**

The estimated net asset worth of Tasman Bays Heritage Trust at **30 June 2014** was **\$18,673,097**. The Trustees note that the collections of the Museum were last valued in 2005 and that some significant value has been applied to recent donations added to the collections. An independent valuation is underway as at 30 June 2015. Significant donations are examined by independent valuers and are noted in the annual accounts. The valuation of properties and fixed assets was completed 30 June 2015.

#### **11 Dividend Policy**

As a non-profit charitable trust the Councils are stakeholders rather than shareholders. There is no issue of shares and no mechanism for dividends. However, the Trust anticipates, through delivery of performance objectives, that an annual, non-financial dividend will be returned to our wider community through a contribution to the social and cultural well being of the region.

#### **12 Insurance**

On behalf of the Trustees, Tasman Bays Heritage Trust will purchase Trustees' indemnity insurance. The Trustees will in return sign a declaration that such insurance is fair, as required by the Companies Act 1993. The Trust will ensure that appropriate insurance is maintained on all inwards loans, buildings owned by the Trust, and in particular public liability insurance.

**Financials**

See separate PDF documents: **Projected Statement of Cashflow 2015-18, Projected Statement of Performance 2015-18 and Projected Statement of Position 2015-18.**

## STRATEGIC PLAN

Tasman Bays Heritage Trust [the Trust] is developing a robust strategic plan for the next 10 years (to be completed by year end 2016). Foremost in the Trust's sights will be a means of resolving the replacement or redevelopment of the Research and Collection Storage Facility at Isel Park. This work has been assisted by a Strategic Review of facilities and operations prepared by an independent consultant, Tim Walker Associates.

## REVISED MISSION STATEMENT

The Trust has proposed the following statement as matching to a far greater extent the outcomes of this current planning round. It is a work in progress but does identify what are understood to be the key elements.

***WE CONNECT YESTERDAY, TODAY AND TOMORROW FOR THE BENEFIT OF OUR VISITORS,  
OUR IWI AND OUR COMMUNITIES, USING OUR COLLECTIONS AS THE INSPIRATION FOR  
OUR WORK.***

Looking beyond the current three-year Statement of Intent the Trust has identified six longer term **strategic goals:**

We will

- continue planning a long term solution to our collection storage and research facility needs
- offer an enhanced and improved visitor experience with increased uptake
- contribute to the vibrancy of what the region offers its iwi, residents and visitors
- have increased heritage and experiential outcomes across the region
- maximise digital and online opportunities
- actively seek to diversify funding sources and increase earned revenue

In the current three-year timeframe:

- The aim is for a more vibrant and dynamic museum experience with increased visitation and better utilisation of our well located exhibition and education facilities. This will be supported by an innovative and progressive exhibition and events programme. Our visitor mix will include increased numbers at public programmes, increased online visitors and significant numbers of visitors to exhibitions we show in regional locations. We will continue to work with both formal and informal learning providers as a resource to support their work throughout the province.
- The Trust will strengthen relationships with our iwi, heritage and community groups, and with regional museums.
- We will review our collection policy framework, including de-accession, to assist with the development of our collection and to optimise collection resources.
- We will strive for a culture of teamwork and safety and will work to minimise the impact of the geographical divide between the current facilities.

### Statement of Intent for 2015-2018

This SOI defines **seven strategic objectives** with associated activities and KPIs, which underpin the strategic plans for the next decade. The goals of that strategic plan are largely derived from the perceived priorities and stated objectives of TBHT, combined with the expressed expectations of our two stakeholder Councils:

1. **To grow visitor numbers and increase the impact of the organisation in the wider community**
2. **To consolidate, expand and diversify partnerships and relationships**
3. **To maintain, grow and diversify the revenue sources**
4. **To professionally manage and maintain all TBHT assets, including the Regional Heritage Collection**
5. **To promote an organisation-wide operating style which supports the strategic plan**
6. **To develop programmes in response to a better understanding of our communities**
7. **To optimise opportunities provided by on-line and social media activity**

In presenting this Statement of Intent we wish to thank the Nelson City Council and Tasman District Council for their continued support of the Nelson Provincial Museum. We are confident that these plans will enhance the value of the Museum to our communities and add to the vibrancy and attractiveness of the region as a destination for visitors and for those seeking a new place to call home.

**KEY STRATEGIC OBJECTIVES, PERFORMANCE MEASURES AND TARGETS 2015 - 2018**

<b>Objective 1</b>	<b>Performance Measure</b>	<b>Target</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
To grow visitor numbers and increase the impact of the organisation in the wider community	To grow the number of visitors to the exhibition venue in central Nelson and also to provide greater outcomes for our regional communities by taking exhibitions and programmes to them	10% growth (based on 37 500) overall per year, including a 20% increase in visitors from Tasman (on and off-site)	✓	✓	✓
	To actively participate in the broad range of regional activities and events and to report both the Museum input and the community impacts and outcomes	At least one event per quarter	✓	✓	✓
	To devise a methodology for determining off-site visitation and impact	Set up and trial by end of 2015	✓		
	Report these outcomes		✓	✓	✓
	Monitor the level of satisfaction of visitors with exhibitions, services and facilities, triangulating results with the annual NCC/TDC Community surveys and Museums Aotearoa Survey	<ul style="list-style-type: none"> <li>• Maintain dashboard reporting to TBHT and cumulative reports to Councils at mid and end of year</li> <li>• Ensure 80% satisfaction with museum visit</li> </ul>	✓	✓	✓

Tasman Bays Heritage Trust  
Statement of Intent 2015 – 2018

SOI 9 August 2015  
STATUTORY REQUIREMENTS

Objective 2	Performance Measure	Target	2015/16	2016/17	2017/18
To consolidate, expand and diversity partnerships and relationships	Play a lead role in maintaining and activating the Museum and gallery network of the Nelson-Tasman region	Consult in first quarter with regional network to create a plan of meeting dates, venues and topics for the coming year	✓		
	Develop a TBHT partnership & relationship strategy & plan – including social, educational, cultural, economic & environmental considerations	TBHT Board to identify prospects	✓		
	Consolidate and increase the value of Nelson Provincial Museum [“the Museum”] to stakeholder Councils	Consult with staff of both Councils to identify Council strategies where alignment is desired	✓	✓	✓
	Consolidate & expand iwi partnerships and relationships in social, educational, cultural, economic and environmental sectors	Te Atiawa and Ngati Kuia as first two iwi in the process based around refresh of iwi cases in Regional History Gallery – one by end of 2015, second by mid 2016	✓	✓	✓
	Maintain & expand the value of the Museum to educational agencies (including Ministry of Education, NMIT, Kura Kaupapa Maori, Schools, pre-school, formal and informal regional adult education providers etc)	<ul style="list-style-type: none"> <li>Exceed LEOTC targets by 10% (current base 5500)</li> <li>Renegotiate LEOTC contract (expiring 2016)</li> </ul>	✓	✓	✓
	Develop partnership & relationship protocols & processes	Work with existing partners		✓	



<b>Objective 3</b>	<b>Performance Measure</b>	<b>Target</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>To maintain, grow and diversify the revenue sources</b>	Ensure fundraising and sponsorship is integrated into operational planning and priorities	Revenue, sponsorship, partnership and retail opportunities to be part of each exhibition proposal.	✓	✓	✓
	Ensure costs are effectively managed to achieve the high value use and minimal waste	Operate within budget	✓	✓	✓
	Maximise the value of Museum generated revenue-producing projects and products		✓	✓	✓

Tasman Bays Heritage Trust  
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STATUTORY REQUIREMENTS

Objective 4	Performance Measure	Target	2015/16	2016/17	2017/18
To professional manager and maintain all TBHT assets, including the Regional Heritage Collection	The Trust will complete a review of all Collection Policies to ensure appropriate collection development, management & research standards are achieved and maintained	<ul style="list-style-type: none"> <li>Policies to be subject of combined Board-Staff review then made available on-line - Deaccession, Acquisition to be the first two sections.</li> <li>This is with a view to making more effective use of storage facilities and assist with development of other regional collections.</li> </ul>	✓	✓	✓
	The Trust will work with Councils and other major stakeholders to continue the development of planning for the redevelopment of Research & Collection storage facilities	Develop a timeline for the redevelopment	✓	✓	✓
	H&S of staff, visitors and volunteers is taken into consideration through policy and practice and is specifically reported	<ul style="list-style-type: none"> <li>H&amp;S Committee meets every second month and reports monthly to TBHT through the CEO.</li> <li>Statutory reporting and annual checks to be described in a plan of work.</li> </ul>	✓	✓	✓
	Develop and manage Financial Resources systems in a way that maximises community outcomes		✓	✓	✓
	To monitor and maintain the conditions under which the Collections are cared for and stored	Collections Services staff to report annually [December] to TBHT outlining concerns and suggestions for the coming year	✓	✓	✓

	Develop and manage the Trust's facilities in a way that optimises community value, access, safety and use while meeting all mandatory standards				✓
	Ensure Human Resources systems are managed in a way that supports organisational culture and is aligned with the operation of the Trust as a good employer	Ensure staff satisfaction survey is undertaken and a benchmark established for future surveys			✓

Tasman Bays Heritage Trust  
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STATUTORY REQUIREMENTS

Objective 5	Performance Measure	Target	2015/16	2016/17	2017/18
To promote an organisation-wide operating environment with supports the strategic plan	Undertake genuine consultation with manawhenua iwi of Whakatu with respect to acquisition, care and display of taonga	<ul style="list-style-type: none"> <li>Te Atiawa and then Ngati Kuia to refresh the stories and contents of their Iwi cases in Regional History Gallery.</li> <li>Seek to review the way Te Tai Ao Komiti meetings are structured</li> </ul>	✓		
	Actively encourage and support targeted training and development opportunities for staff, Trustees and volunteers	Specific attention to needs related to H&S matters – H&S Committee reports 6 monthly	✓	✓	✓
	Maintain involvement of Advisory Committees in respect of Education and matters related to our Manawhenua Iwi	<ul style="list-style-type: none"> <li>Set meeting dates for each year by end of July.</li> <li>Both committees to report to TBHT at least annually</li> </ul>	✓	✓	✓

Objective 6	Performance Measure	Target	2015/16	2016/17	2017/18
To develop programmes in response to a better understanding of communities	Broaden the range of experiences (including exhibition, virtual, online, events, public programmes, education etc) to ensure the focused and strategic use and activation of the Trust collections and resources	An outline plan should be presented to TBHT and advisory groups at start of each calendar year	✓	✓	✓
	Review the Regional History gallery and increase its appeal and level of engagement	Develop the timeline and methodology by end of 2015	✓		
	Maximise the use of the Museum's touring exhibition resources	2000 visitors to touring exhibitions	✓	✓	✓
	Increase virtual access to the collections and review the physical access options	<ul style="list-style-type: none"> <li>On-line access across digital platforms to be part of the planned website redevelopment.</li> <li>Review the current access to the Research Facility and report by end of 2015.</li> </ul>	✓	✓	
	Describe and maximise the demonstrable value of the Museum for individuals and groups in the community	Develop methodology to show value by 2016/17		✓	✓

Tasman Bays Heritage Trust  
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STATUTORY REQUIREMENTS

Objective 7	Performance Measure	Target	2015/16	2016/17	2017/18
To optimise opportunities provided by on-line and social media activity	Process donations according to guidelines in Collections Management Policy including progressively providing access to a broad range of Collection records on-line		✓	✓	✓
	Progressively increase and monitor the engagement of the regional community through enews and social media marketing		✓	✓	✓

**KEY PERFORMANCE INDICATORS FOR 2014/15, 2015/16, 2016/17 and 2017/18**

2013-14	2014-15	2014-15	2014-15	2015-16	2016-17	2017-18
Actual	Target	Actual	Target	Target	Target	Target
Number of visits to Museum exhibition venue [excl education numbers]						
33,055	34,000	37,500	40,000	42,500	45,000	45,000
Number of visits to Museum exhibitions at other regional venues						
2,000	Unspecified	3,500	3,500	3,500	3,500	3,500
Total number of Education visitors involved in programmes [incl accompanying adults] – offsite/outreach, Research Facility and exhibition venue [non-school included in general visitors]						
7,383	7,500	7,500	Depends on LEOTC contract**			
Number of participants in public programmes [jointly arranged and promoted] - multiple venues						
Not reported	Not specified	1,000	1,100	1,200	1,300	1,300
Number of visitors to Research Facility at Isel Park						
612	1,000	1,000	1,000	1,000	1,000	1,000
Number of unique visits to on-line resources – as reported by Google Analytics						
62,767	60,000		70,000	75,000	80,000	80,000
Number of subscribers to monthly e-news						
3,500	3,500	3,600	3,700	3,800	3,900	3,900
<b>TOTAL USERS OF EXPERIENCES PROVIDED BY TASMAN BAYS HERITAGE TRUST</b>						
<b>107,000+ est</b>	<b>Not specified</b>		<b>119,300+edn</b>	<b>127,000+edn</b>	<b>134,200+edn</b>	
Presentations / Papers delivered by staff to external groups						
Not reported	Not specified	8	12	15		
Use of Museum facility as a venue [hire or community use]						
Not reported	Not specified	10	15	20	20	
Third party revenue – retail, rentals, sponsorships, grants, admissions [see **NOTE]						
\$311,000	\$204,000	\$213,000	#193,000+ <sup>LEOTC</sup>	\$173,000+ <sup>LEOTC</sup>	\$173,000+ <sup>LEOTC</sup>	\$173,000+ <sup>LEOTC</sup>

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Visitor Satisfaction – target is >80% rating 4,5 on 5 pt scale or equivalent			
95%+	>80%	>80%	Internal Surveys
			NCC survey
			TDC survey
			Museums Aotearoa

**\*\* NOTE current Ministry of Education Contract ends at 31 December 2016 making inclusion of external revenue and education numbers a matter of conjecture rather than estimation. While there may appear to be a decrease this is not the case if the LEOTC contract is taken into consideration. This has been noted as a major issue facing the Trust.**



**TASMAN BAYS HERITAGE TRUST**  
**PROJECTED STATEMENT OF CASHFLOWS**

	2014-15 Actual @ 31/12/14	2015-16	2016-17	2017-18
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>				
Council Operating Grants	865,858	1,738,756	1,752,666	1,766,686
Contracts	41,095	82,190	41,095	-
Interest Received	5,392	10,080	10,161	10,242
Receipts from Other Revenue	139,780	149,436	142,582	163,563
Payments to Suppliers & Employees	(840,825)	(1,565,862)	(1,565,778)	(1,536,530)
Interest Paid	(6,993)	(4,260)	(128)	-
Goods and Services Tax (Net)	(17,079)	4,227	(1,772)	
<b>Net Cash from Operating Activities</b>	<b>187,228</b>	<b>414,567</b>	<b>378,826</b>	<b>403,961</b>
<b><u>CASH FLOWS FROM INVESTING ACTIVITIES</u></b>				
Purchase of Property	(42,568)	-	-	-
Purchase of Investments	(150,000)	(50,000)	(50,000)	(50,000)
	<b>(192,568)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b><u>CASH FLOWS FROM FINANCIAL ACTIVITIES</u></b>				
Repayment of Borrowings	(103,426)	(165,645)	(125,471)	(50,000)
	<b>(103,426)</b>	<b>(165,645)</b>	<b>(125,471)</b>	<b>(50,000)</b>
<b>Net Increase (Decrease) in Cash</b>	<b>(108,766)</b>	<b>198,922</b>	<b>203,355</b>	<b>303,961</b>
Opening Cash Balance	294,081	185,315	384,237	587,592
<b>Closing Cash Balance</b>	<b>185,315</b>	<b>384,237</b>	<b>587,592</b>	<b>891,553</b>

<b>TBHT FINANCIALS</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Reserve Bank CPI - 31 December	Act. CPI @ 1.6%	Act. CPI @ 0.8%	Est. CPI @ 0.8%	Est. CPI @ 0.8%
<b>REVENUE</b>				
Operating Grant – TDC	827,518	834,138	840,811	847,537
Operating Grant – NCC	827,518	834,138	840,811	847,537
Addnl Op Grant – NCC	69,921	70,480	71,044	71,612
<b>TOTAL COUNCILS</b>	<b>1,724,957</b>	<b>1,738,756</b>	<b>1,752,666</b>	<b>1,766,686</b>
LEOTC Contract (Fixed)	82,190	82,190	41,095	-
Project Grants Exhibitions	28,500	32,000	32,256	32,514
Other	94,072	99,689	120,487	141,291
<b>TOTAL REVENUE</b>	<b>1,929,719</b>	<b>1,952,635</b>	<b>1,946,504</b>	<b>1,940,491</b>
<b>EXPENDITURE</b>				
Staffing	721,715	747,167	753,144	759,169
Education Contractors	82,190	82,190	41,095	-
Property	207,321	178,580	180,009	181,449
Other	93,047	91,860	92,595	93,336
<b>DIRECT COSTS</b>	<b>1,104,273</b>	<b>1,099,797</b>	<b>1,066,843</b>	<b>1,033,954</b>
Project Grants	45,000	45,000	45,000	45,000
Project Grants Exhibitions	28,500	32,000	32,256	32,524
Projects – Strategic	-	40,000	40,320	40,643
NCC Project Grant Contra	69,921	70,480	71,044	71,612
<b>GROSS SURPLUS</b>	<b>682,025</b>	<b>665,358</b>	<b>691,041</b>	<b>716,758</b>
Overheads	248,705	246,477	248,449	250,437
Interest Costs	18,013	4,260	128	-
Trustee Fees	60,888	61,375	61,866	62,361
<b>TOTAL EXPENSES</b>	<b>327,606</b>	<b>312,112</b>	<b>310,443</b>	<b>312,798</b>
Less DEPRECIATION	362,262	352,638	355,459	358,303
<b>SURPLUS/DEFICIT</b>	<b>(7,843)</b>	<b>608</b>	<b>25,139</b>	<b>45,657</b>

## 2015-16 NOTATIONS TO BUDGET

- 31 Dec 2014 CPI rate of 0.8%. The total funding from Councils is for operational costs (including trustee fees).
- Other Revenue includes admissions, donations and sponsors that fund the exhibition programme. Projects are by application.
- Primary Loan (Westpac) commenced on 1st February 2013 at a fixed rate of 5.18% for 5 years however will be fully repaid by August 2016. The Trust has a total credit facility of \$300,000.
- Westpac term loan principal repayments for 2016 estimated at a minimum of \$115,645 (\$19,856 2017)
- These budgets contain no expectation of capital expenditure or development during the life of this document.
- Funding Reserve for replacement of short life assets < 5 years expectancy (and depreciation) is \$191,214 for 2017
- The Council Loans are likely to have a net fair value adjustment made to the value of the loans, but at this point no interest figure has been included.

## TASMAN BAYS HERITAGE TRUST

PROJECTED STATEMENT OF FINANCIAL POSITION

	2013-14	2014-15	2015-16	2016-17	2017-18
	Actual	Actual @ 31/12/2014			
<b>Assets</b>					
Cash & Bank	294,081	185,315	384,237	587,592	891,553
Accounts Receivable	437	530,813	946	1,000	1,000
Prepayments	-	28,911	-	-	-
Stock on Hand	4,399	4,399	4,399	4,399	4,399
Investments	-	150,000	200,000	250,000	300,000
Non Current Assets	19,995,864	19,828,258	19,475,620	19,120,161	18,761,858
<b>Total Assets</b>	<b>20,294,781</b>	<b>20,727,696</b>	<b>20,065,203</b>	<b>19,963,153</b>	<b>19,958,811</b>
<b>Liabilities</b>					
Creditors	115,434	51,308	51,718	50,000	50,000
GST	(26,571)	56,998	(7,940)	(7,940)	(7,940)
Accruals - Holiday Pay Accrual	82,038	61,270	61,270	61,270	61,270
Grants Received in Advance	-	432,929	-	-	-
Loan ex NCC/TDC	1,156,252	1,156,252	1,106,252	1,056,252	1,006,252
Loan ex Westpac - Fixed Term	294,542	191,116	75,471	(0)	-
<b>Total Liabilities</b>	<b>1,621,695</b>	<b>1,949,873</b>	<b>1,286,771</b>	<b>1,159,582</b>	<b>1,109,583</b>
<b>Net Assets</b>	<b>18,673,086</b>	<b>18,777,824</b>	<b>18,778,432</b>	<b>18,803,571</b>	<b>18,849,228</b>
<b>Equity</b>					
Retained Earnings	18,576,805	18,673,086	18,777,824	18,778,432	18,803,571
Current Year Earnings	96,281	104,737	608	25,139	45,657
<b>Total Equity</b>	<b>18,673,086</b>	<b>18,777,824</b>	<b>18,778,432</b>	<b>18,803,571</b>	<b>18,849,228</b>



Chris Ward  
Group Manager Community Services  
Nelson City Council  
P O Box 645  
Nelson 7040

30 June 2015

Dear Chris

Re: Statement of Intent

Attached is our statement of intent amended in accordance with recent discussions.

The Trustees confirm that the SOI is in alignment with the Walker Review which was carried out in late 2014. This review was initially stimulated by the need to assess options for our collection and research facility (currently at Isele Park) but was broadened to be a wider strategic review. In summary the Walker Review identified that:

1. A single site facility including exhibition, collection and research facilities was preferable. The geographical split exacerbates cultural differences between the functions of exhibitions and collections.
2. A clearer purpose and an operational model in line with contemporary museums be developed.
3. Visitation, especially from locals, needs to be increased.
4. The Trust needs to take a stronger role with assisting regional museums.
5. Collection policy and strategy need to be strengthened so that the nature of collection development is strategic and sustainable.
6. There is a need to increase non-Council funding and resources.

We believe the SOI is aligned with these key matters.

Given we are currently in the process of recruiting a new CEO we would expect that the new CEO will be heavily involved in the development of the operational model.

In response to your questions, we note that a number of recommendations of the Review are being progressed already.

Visitation

We are looking to increase local visitation by a number of methods including:

- Increased and more focused marketing

- Exciting exhibitions and;
- Consistent branding of the museum.

We note that our visitor numbers for the year to 30 June 2015 will be about 48000 compared to 42000 last year.

#### Regional Museums

We will recognise the need to take more of a lead role with assisting regional museums. Coordination work is being done with a plan for regular meetings with Regional Museums.

TBHT has developed travelling displays which are being exhibited at the Regional Museums (and Richmond Library).

Some of the LEOTC programme has been carried out offsite, e.g. in Motueka, where 500 students attended the presentations.

#### Collection Policy

Collection Policies are already under review commencing with the Deaccession Policy. This reflects the strategic importance of the Museum to have appropriate collecting, care and access philosophies that fit within the wider regional heritage ecosystem and museum best practice.

#### Review of Facilities

The Walker Review identified that a single site is the preferred option. We are aiming to:

1. Ensure our financial position – already robust in our view – is strengthened over the next three years to assist in favourable consideration by the Councils and others, for capital input.
2. Ensure our collections philosophy is appropriate, sustainable and able to give a clear indication of current and future spatial needs.

We hope this addresses your specific issues and that our SOI is in accordance with your expectations.

Yours sincerely



Olivia Hall  
Acting Chair