

# TASMAN BAYS HERITAGE TRUST

## Statement of Intent

1 July 2021 – 30 June 2022

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## Contents

Introduction .....	2
Strategic Goals 2021 - 2022 .....	2
Key Performance Indicators (KPIs) .....	7
Projected Statement of Financial Performance .....	11
Projected Operating Statement of Financial Position .....	12
Projected Operating Statement of Cashflows .....	13
Archive Research Facility Indicative Statement of Financial Performance.....	14
Archive Research Facility Indicative Statement of Financial Position.....	15
Archive Research Facility Indicative Statement of Cashflows.....	15
<b>Appendices</b>	
Appendix 1: Purpose Statement, Mission, Values and Activities.....	16
Appendix 2: Alignment with Joint Community Outcomes .....	18
Appendix 3: Additional Information.....	20
Appendix 4: Response to Statement of Expectations.....	28

## 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 2021 – 30 June 2023.

In presenting this SOI we wish to thank the 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, 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.

***For the Trust's Purpose Statement, Mission, Values and Activities please see Appendix 1***

## STRATEGIC GOALS 2021/22 FY

This SOI defines five strategic objectives with associated activities and KPIs, which underpin the strategic planning 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 progress a capital works project that will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection;
2. To be a highly valued visitor destination, educational facility and cultural tourist attraction;
3. To actively support and collaborate with Nelson Tasman cultural heritage organisations, iwi and other community organisations;
4. To continue to develop and care for a strong Regional Collection that is relevant, valued by, and accessible to, our Nelson Tasman communities; and
5. To improve our sustainability performance.

## **1. To plan for and progress a capital works project that will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection**

As first identified in 2004 and in several feasibility studies from 2010 to 2014 (Stuart report 2010, OCTA Associates 2011, Walker Associates Strategic Review 2014), the Research Facility and Collection Store at Isel Park is at the end of its functional life. Subsequent analysis of the Isel Research Facility (Opus 2017, Tasman Consulting Engineers 2018) has determined that there is a maximum lifespan of five years, meaning the Collection should be moved out of the Isel Park Collection Store by 2023.

For the Trust to continue to provide adequate care for the regional Collections, including the UNESCO inscribed Tyree Photographic Studio Collection, a new facility is required. After significant consultation with both Councils and on the recommendation of the JSC Working Group, the site adjacent to the Museum in Church Street was identified as the optimum location for the new Archives, Research and Collections (ARC) Facility. Following Council approval, the Trust purchased the site for \$820,000 funded from the Trust's capital reserves.

It is gratefully acknowledged that Nelson City Council has allocated \$1.5 million in 2021/22 and \$1.5 million in 2022/2023 within the 2018 to 2028 Long Term Plan towards the ARC project. The Trust is also extremely grateful to Tasman District Council who confirmed a contribution of \$3.2 million in their draft 2021 – 2031 Long Term Plan.

Progressing the ARC Facility is the primary strategic aim of the Trust over the next three-year period. Over the 2021-22 FY, the focus will be on procurement process, and concept and developed design stages. Fundraising will also be prioritised, with recruitment of external expertise to support the work of the Fundraising Committee and project staff. Support will be sought from funding agencies, central government, and potential private donors. A parallel work-stream will see the Collections team working to audit, record and pack collections ready for the move.

## **2. To be a highly valued visitor destination, educational facility and cultural tourist attraction**

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 regional community. We will continue to be recognised as a provider of quality content and dynamic storytelling with a strong connection to local communities. We deliver compelling narratives through a variety of formats and media including onsite experiences, an engaging special exhibition programme, educational and outreach programmes, and digital channels.

Our strategic engagement goal in this period is to design and deliver a varied visitor experience, including at least four temporary exhibitions. In 2021/22 we have an exciting and dynamic programme targeted directly at our local audiences. These include the internationally touring 'Dinosaur Revolution' exhibition featuring animatronic models

(developed specifically for family and school visits), and a photographic exhibition from National Geographic 'Rarely Seen' which we are confident will prove as popular with local audiences as its predecessor from the same organisation. Smaller exhibitions through this period will include 'Let Me Be Myself: The Life Story of Anne Frank' – a topic as vitally relevant today as it has ever been given world events, the hands-on science exhibition we are curating in collaboration with Cawthron Institute to celebrate the Institute's 100<sup>th</sup> Anniversary, and a commemorative online exhibition to mark the 150<sup>th</sup> anniversary of Ernest Rutherford's birth.

Taken together, all these exhibitions and associated public programmes will create a strong family friendly programme for our local Nelson Tasman audiences, providing free or low-cost activities for families who may have been financially affected by COVID-19. These experiences also bring visitors to the central city and increase the vitality and liveability of our region.

A further objective of this financial year is to strengthen the cultural diversity of our visitor programmes. We intend to work with organisations such as Multicultural Nelson Tasman to tell stories about the diversity of migration and settlement in Nelson Tasman, and to reflect the positive contributions made by ethnic communities. These stories will be told in events, public programmes and the further development of our educational programme 'We came to stay'.

The Museum had planned to refresh the regional gallery in the 2021-24 period but it is recognised that this development timeline does not offer sufficient opportunity for in-depth consultation and partnership with mana whenua. It is also recognised that we do not have sufficient staffing resource to drive this project while focusing on ARC. As such the timeline for this project will be adjusted to ensure it is undertaken properly.

### **Visitation**

Visitation to the Museum had increased significantly since 2016 to bring us in line with other regional museums despite lower levels of funding and staffing. Unfortunately COVID-19 impacted our visitation for the 2020/21 FY and is expected to continue to do so while International travel to New Zealand is restricted.

In light of the continuing global pandemic, we have set our visitor forecast for the 2021/22 FY at 44,500 across all venues, excluding our education audiences. This figure has been based on the average performance of the Museum over the 2017-20 pre-COVID operating period, minus a 20% drop to account for the lack of overseas tourists.

Our school programme is funded by the Ministry of Education through the Learning Experience Outside the Classroom (LEOTC) programme, and has a separate visitation target of 5,500 children for the 2021 calendar year. We have been notified that the LEOTC programme itself will not be continuing past this point. At time of writing we have not yet learned what will replace this scheme, but we are confident the Ministry will continue to see the value of the Museum's educational contribution.

### **3. To actively support and collaborate with Nelson Tasman cultural heritage organisations, iwi and other community organisations**

The Museum works with iwi through Te Tai Ao Komiti, consisting of representatives of six manawhenua iwi of Te Taihū. 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 heritage facilities, such as Willow Bank Heritage Village and Higgins Heritage Park, as well as iwi, marae and other cultural and community organisations throughout Nelson Tasman such as Founders Park and Broadgreen House. We do this through support and participation in community based events, through the provision of expertise, hands-on assistance and professional museum support, and making available touring and tailored exhibits for display. In recent years this support has taken a variety of forms including expert assistance, free venue hire, mentoring, exhibition loans, event support and internal exhibition development. Our intention is to continue to add cultural, social and economic value across the wider Nelson Tasman region through our outreach programme and by supporting our communities in their endeavours and smaller organisations in their aspirations. Examples of projects from the past year include 'Ablaze: the 2019 Tasman Fires' exhibition, displayed at community and school halls around Wakefield, Brightwater and Appleby in addition to Motueka Museum – our intention is to develop this exhibition further with community input of images and stories.

In addition to working with individual organisations to help meet their goals, we also seek to support collaboration and partnerships across the region's galleries, libraries, archives and museums (the GLAM sector). We provide advice, guidance and mentoring and coordinate regional online hui and workshops to help strengthen the sector, loaning objects for exhibit, and sharing skills and resources digitally. This year we will provide over 50 hours of professional support to Te Taihū district museums and cultural organisations, and organise at least two regional Te Taihū museum hui on topics relevant to all participants.

### **4. To continue to develop and care for a strong Regional Collection which is relevant and valued by, and accessible to, our Nelson Tasman communities**

In 2017, the Trust adopted a new Collections Management Policy that focuses our collecting activities firmly on material with strong significance and relevance to the Nelson Tasman communities. Active measures are taken to acquire items for the Collection that represent Nelson Tasman's dynamic contemporary culture. This will continue and collecting will include objects and oral histories relating to the COVID-19 pandemic and the 2019 Tasman Fires as well as contemporary taonga by local artists. At the same time, the focus of the Trust must be on auditing, measuring, packing and updating records to enable the Collection to be move-ready when the ARC building is completed. Staff will be concentrating on these

tasks in order to ensure the care and accessibility of the regional collection for the benefit of the Nelson Tasman region, its residents, visitors and future generations – a focus which may require curatorial and collection staff to be involved in fewer outreach programmes this year.

#### **5. To improve our sustainability performance**

The Museum looks to place sustainability front and centre of all our operations. A staff Sustainability Committee meets monthly to identify areas for improvement and to workshop solutions.

A focus on preserving the past for future generations means that we are very conscious of our role in safeguarding natural resources for the future and in sharing knowledge about climate change through our public and education programmes. We have commissioned an EMSOL Audit and Energy Management plan, to be run over the 2021/22FY, to identify further energy savings. We have also committed to a capital programme to upgrade the ageing air-conditioning system at the Museum in Trafalgar Street over the next three years, an investment which we expect will return significant energy savings costs.

Possibly the biggest opportunity the Museum has to reduce our energy footprint is to design the ARC Facility as a green building. When the design brief for the new collection storage facility is prepared we will consider various sustainability requirements with respect to materials used, passive solar design features for energy efficiency, and incorporating solar energy generation. By these actions the Museum has the opportunity to demonstrate good organisational citizenship, community leadership, best practice sustainability and to make our contribution to addressing the pressing global challenges of climate change. This objective is a good example of how we can achieve our mission of becoming more relevant to our communities in responding to the environmental and social challenges of climate change through ‘walking the talk’ and communicating climate change knowledge through our public educational offerings, programmes, outreach and digital channels.

## STRATEGIC GOALS 2021- 24

Strategic goal	Actions	Measures / KPI
<b>1.</b>  <b>To plan for and commence a capital works project which will safely and appropriately house and care for the Nelson Tasman regional Heritage Collection</b>	<b>1.1</b>  Robust planning, budgeting, fundraising and project management	<b>1.1.1</b>  Phase One of Project Plan complete by 30 June 2022, including: <ul style="list-style-type: none"> <li>• Approved procurement process</li> <li>• Developed Design</li> </ul>
	<b>1.2</b>  Identifying, canvassing and securing funding sources	<b>1.2.1</b>  20% of non-Council funding secured by 30 June 2022
<b>2.</b>  <b>To be a highly valued visitor destination, educational facility and cultural tourism attraction</b>	<b>2.1</b>  Implement a programme which attracts a diverse local audience	<b>2.1.1</b>  Design and deliver a varied visitor experience including at least four temporary exhibitions by 30 June 2022
		<b>2.1.2</b>  Implement at least one new accessibility initiative by 30 June 2022
		<b>2.1.3</b>  Implement at least one new initiative to encourage repeat family visitation by 30 June 2022



	2.2 Consolidating and attaining visitation targets in post-COVID environment	2.2.1 Achieve target visitation of 44,500 across all venues (excluding education) by 30 June 2022  <i>*based on average performance of the Museum over the 2017-20 pre-Covid operating period, minus 20% drop in overseas visitation</i>
	2.3 Achieve annual Ministry of Education visitation target of 5,500 (including remote learning)	2.3.1 Achieve annual Ministry of Education visitation target of 5,500 (including remote learning) by 31 December 2021*  <i>*noting that the LEOTC programme ends at that time and details of what will replace it are not available at time of writing</i>
	2.4 Provide a high-quality customer service and visitor experience	2.4.1 Twice yearly customer surveys with rating of at least 85% satisfaction
	2.5 Provide a high-quality educational service	2.5.1 Teacher evaluation satisfaction levels of at least 90%
<b>3.</b> <b>To actively support and collaborate with iwi and Nelson Tasman cultural heritage organisations</b>	3.1 Providing content to district museums.	3.1.1 Provide at least one exhibition or public programme to a Tasman district facility by 30 June 2022

	3.2	3.2.1
	Providing advice, guidance, mentoring and support to smaller galleries, libraries, archives and museums within Nelson Tasman	3.2.2
		Organise at least two regional museum hui by 30 June 2022
3.3	3.3.1	
Collaborating with Nelson Tasman cultural heritage organisations and iwi	Participate in at least one collaborative project with a Nelson Tasman cultural heritage organisation or iwi by 30 June 2022.	
<b>4. To continue to develop and provide appropriate care for a strong Collection which is relevant and valued by, and accessible to, Nelson Tasman communities</b>	4.1	4.1.1
	Actively collecting objects that are strongly related to the history and cultural story of Nelson Tasman	4.2.1
		4.2.2
4.2 Provide access for our visitors to connect with the Collection, digitally, on-site and in the community	Provide at least five relevant outreach programmes by 30 June 2022.	Develop one new digital project by 30 June 2022

	4.3 Prepare collection for relocation	4.3.1 Project plan for Collection relocation in place by 30 June 2022
<b>5.</b>  <b>To improve our sustainability performance.</b>	5.1 Measure and identify energy savings	5.1.1 Undertake and implement EMSOL Audit and Energy Management Plan Year 1 by 30 June 2022
	5.2 Implement actions to improve sustainability performance	5.2.1 Implement at least one new staff driven initiative by 30 June 2022

TASMAN BAYS HERITAGE TRUST

PROJECTED OPERATING STATEMENT OF FINANCIAL PERFORMANCE

	Actual	COVID	Forecast	Forecast	Forecast	Forecast
	June	Forecast	Forecast	Forecast	Forecast	Forecast
	2020	June	June	June	June	June
	2020	2021	2022	2023	2024	2025
	CPI %1.9%	1.50%	1.50%	1.50%	1.50%	1.50%
<b>Revenue</b>						
TDC Operating Grant	875,688	892,326	905,711	919,297	933,086	947,082
NCC Operating Grant	875,688	892,326	905,711	905,711	905,711	905,711
NCC Operating Grant Extra	74,194	75,398	76,529	76,529	76,529	76,529
<b>Total Councils</b>	<b>1,825,570</b>	<b>1,860,050</b>	<b>1,887,951</b>	<b>1,901,536</b>	<b>1,915,326</b>	<b>1,929,322</b>
Contracts - Education LEOTC	82,190	82,190	82,190	82,190	82,190	82,190
Project Grants	51,220	7,000	65,000	65,000	65,000	30,000
Other	228,190	76,677	253,270	257,069	260,925	264,839
<b>Total Revenue</b>	<b>2,187,170</b>	<b>2,025,917</b>	<b>2,288,411</b>	<b>2,305,795</b>	<b>2,323,441</b>	<b>2,306,351</b>
Staffing	1,035,139	959,813	1,109,858	1,126,506	1,143,403	1,102,555
Education	84,374	92,679	81,612	82,836	84,078	85,340
Property	169,250	196,310	196,310	196,310	196,310	196,310
Other	249,467	117,900	225,486	228,868	232,301	235,786
<b>Total Direct Costs</b>	<b>1,538,230</b>	<b>1,366,702</b>	<b>1,613,266</b>	<b>1,634,520</b>	<b>1,656,093</b>	<b>1,619,990</b>
<b>Gross Surplus</b>	<b>648,940</b>	<b>659,215</b>	<b>675,145</b>	<b>671,275</b>	<b>667,348</b>	<b>686,361</b>
Overheads	219,864	222,384	237,830	241,397	245,018	248,694
Interest Costs	72,636	57,116	57,116	57,116	57,116	57,116
Trustee Fees	56,280	65,331	66,311	67,306	68,315	69,340
<b>Total Expenses</b>	<b>348,780</b>	<b>344,831</b>	<b>361,257</b>	<b>365,819</b>	<b>370,450</b>	<b>375,150</b>
<b>Operating Surplus</b>	<b>300,160</b>	<b>314,384</b>	<b>313,888</b>	<b>305,456</b>	<b>296,898</b>	<b>311,211</b>
Depreciation	333,129	368,870	369,000	369,000	369,000	369,000
<b>Operating Net Surplus/Deficit</b>	<b>(32,969)</b>	<b>(54,486)</b>	<b>(55,112)</b>	<b>(63,544)</b>	<b>(72,102)</b>	<b>(57,789)</b>
ARC Funding***	-	1,500,506	5,559,000	4,409,000	121,500	-
<b>Net result before revaluations</b>	<b>(32,969)</b>	<b>1,446,020</b>	<b>5,503,888</b>	<b>4,345,456</b>	<b>49,398</b>	<b>(57,789)</b>

\*\*\* see ARC Indicative Reports

In the 5 years to 2025 the building of the ARC Facility is planned to be constructed.

Significant revenue from grants and fundraising will form part of the annual profit and loss for the Trust.

In these early stages these funds are shown below the line so focus remains on operating performance.

The costs of construction and directly related expenditure will be capitalised.

**TASMAN BAYS HERITAGE TRUST**

**PROJECTED OPERATING STATEMENT OF FINANCIAL POSITION**

	Actual June 2020	Actual Dec 2020	Forecast June 2021	Forecast June 2022	Forecast June 2023	Forecast July 2024	Forecast August 2025
<b>Assets</b>							
Cash & Bank	10,195	291,718	8,977	10,000	7,553	9,067	9,895
Debtors	21,508	17,756	11,650	11,650	11,650	11,650	11,650
Stock on Hand	23,036	17,580	23,700	23,700	23,700	23,700	23,700
Investments	160,000	160,000	160,000	160,000	160,000	250,000	325,000
Non Current Assets	19,620,701	19,525,098	19,321,720	19,212,720	18,903,720	18,594,720	18,315,720
<b>Total Assets</b>	<b>19,835,440</b>	<b>20,012,152</b>	<b>19,526,047</b>	<b>19,418,070</b>	<b>19,106,623</b>	<b>18,889,137</b>	<b>18,685,965</b>
<b>Liabilities</b>							
Bank overdraft *	25,050	0	10,000	102,519	0	0	0
Creditors	78,501	43,956	61,800	61,800	61,800	61,800	61,800
GST	(7,625)	(12,973)	(1,612)	(1,612)	(1,612)	(1,612)	(1,612)
Wage & Holiday Pay Accrual	71,420	72,508	45,000	45,000	45,000	45,000	45,000
Grants Received in Advance	1,245	3,432	1,245	1,245	1,245	1,245	1,245
Loan ex NCC/TDC **	1,154,963	1,154,963	993,825	848,441	703,057	557,673	412,289
<b>Total Liabilities</b>	<b>1,323,554</b>	<b>1,261,886</b>	<b>1,110,258</b>	<b>1,057,393</b>	<b>809,490</b>	<b>664,106</b>	<b>518,722</b>
<b>Net Assets</b>	<b>18,511,886</b>	<b>18,750,266</b>	<b>18,415,789</b>	<b>18,360,677</b>	<b>18,297,133</b>	<b>18,225,031</b>	<b>18,167,243</b>
<b>Equity</b>							
Retained Earnings	18,544,855	18,511,886	18,470,275	18,415,789	18,360,677	18,297,133	18,225,031
Current Year Earnings	(32,969)	238,380	(54,486)	(55,112)	(63,544)	(72,102)	(57,789)
<b>Total Operating Equity</b>	<b>18,511,886</b>	<b>18,750,266</b>	<b>18,415,789</b>	<b>18,360,677</b>	<b>18,297,133</b>	<b>18,225,031</b>	<b>18,167,242</b>
ARC Facility Assets & Equity***	820,000	2,320,506	7,879,506	12,288,506	12,410,006	12,410,006	0
<b>Combined Equity</b>							
Retained Earnings	19,364,855	19,364,855	19,364,855	20,865,361	26,424,361	30,833,361	30,954,861
Current Year Earnings	0	0	1,500,506	5,559,000	4,409,000	121,500	0
<b>Total Equity</b>	<b>19,364,855</b>	<b>19,364,855</b>	<b>20,865,361</b>	<b>26,424,361</b>	<b>30,833,361</b>	<b>30,954,861</b>	<b>30,954,861</b>

\* Revolve credit facility due for renewal May 2022.

\*\* Loans shown at fair value, amount repayable as at 30 June 2025 will be \$125,000 to each Council.

\*\*\* see ARC Indicative Reports

In the 5 years to 2025 the building of the ARC Facility is planned to be constructed.

The balance sheets are not combined at this early stage to better manage operating assets.

**TASMAN BAYS HERITAGE TRUST**

**PROJECTED OPERATING STATEMENT OF CASHFLOWS**

	Actual June 2020	Actual Dec 2020	Forecast June 2021	Forecast June 2022	Forecast June 2023	Forecast June 2024	Forecast July 2025
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>							
Council Operating Grants	1,823,845	934,202	1,860,050	1,887,951	1,901,536	1,915,326	1,929,322
Contracts	112,176	41,095	82,190	82,190	82,190	82,190	82,190
Interest Received	4,678	1,928	3,200	3,000	3,000	3,000	3,000
Receipts from Other Revenue	258,196	207,157	80,477	315,270	319,069	322,925	291,839
Payments to Suppliers & Employees	(1,784,253)	(804,907)	(1,654,417)	(1,917,407)	(1,943,223)	(1,969,427)	(1,938,024)
Interest Paid	(2,264)	(40)	(2,498)	(2,500)	(2,500)	(2,500)	(2,500)
Goods and Services Tax (Net)	(4,892)	(5,349)	-	-	-	-	-
<b>Net Cash from Operating Activities</b>	<b>407,486</b>	<b>374,086</b>	<b>369,002</b>	<b>368,504</b>	<b>360,072</b>	<b>351,514</b>	<b>365,827</b>
<b><u>CASH FLOWS FROM INVESTING AND FINANCING ACTIVITIES</u></b>							
Maturing/Sale of Investments	271,927	160,000	160,000	160,000	160,000	160,000	250,000
Purchase of Property	(79,889)	(67,513)	(80,000)	(260,000)	(60,000)	(60,000)	(90,000)
Purchase of Investments	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(250,000)	(325,000)
	32,038	(67,513)	(80,000)	(260,000)	(60,000)	(150,000)	(165,000)
<b><u>CASH FLOWS FROM FINANCING ACTIVITIES</u></b>							
Cash from/(to) Overdraft (revolve credit)	(240,639)	(25,050)	(90,000)	92,519	(102,519)	-	-
Repayment of Council Borrowings	(200,000)	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
	(440,639)	(25,050)	(290,000)	(107,481)	(302,519)	(200,000)	(200,000)
<b>Net Increase (Decrease) in Cash</b>	<b>(1,115)</b>	<b>281,523</b>	<b>(998)</b>	<b>1,023</b>	<b>(2,447)</b>	<b>1,514</b>	<b>827</b>
Opening Cash Balance	11,310	10,195	9,975	8,977	10,000	7,553	9,067
Closing Cash Balance	10,195	291,718	8,977	10,000	7,553	9,067	9,895
<b>ARC Cash ***</b>	<b>0</b>	<b>-</b>	<b>150,506</b>	<b>373,506</b>	<b>285,506</b>	<b>535,506</b>	<b>3,006</b>
<b>Combined Cash Balance</b>	<b>10,195</b>	<b>291,718</b>	<b>159,483</b>	<b>383,506</b>	<b>293,059</b>	<b>544,573</b>	<b>12,901</b>

**\*\*\* see ARC Indicative Reports**

In the 5 years to 2025 the building of the ARC Facility is planned to be constructed.

In these early stages separate cash flows have been prepared to distinguish operating and capital cash.

**TASMAN BAYS HERITAGE TRUST  
ARCHIVE RESEARCH COLLECTION FACILITY  
INDICATIVE STATEMENT OF FINANCIAL PERFORMANCE**

	Actual June 2020	Forecast June 2021	Forecast June 2022	Forecast June 2023	Forecast June 2024	Forecast June 2025
<b>Revenue</b>						
TDC ARC Grant			1,500,000	1,500,000		
NCC ARC Grant		1,500,000	1,500,000			
<b>Total Councils</b>	0	1,500,000	3,000,000	1,500,000	0	0
ARC Grants			2,050,000	2,400,000		
Other		506	509,000	509,000	121,500	
<b>Total Revenue</b>	0	1,500,506	5,559,000	4,409,000	121,500	0
<b>Operating Surplus</b>	0	1,500,506	5,559,000	4,409,000	121,500	0
Depreciation						
<b>Net Surplus/Deficit</b>	0	1,500,506	5,559,000	4,409,000	121,500	0

Grant and other timing is indicative.

Costs directly attributed to the construction of the ARC Facility will be capitalised.

Other costs are included in the Trust operating Profit and Loss.

Other costs are planned to be funded by way of grant, sponsorship or in kind.



**TASMAN BAYS HERITAGE TRUST  
ARCHIVE RESEARCH COLLECTION FACILITY  
INDICATIVE STATEMENT OF FINANCIAL POSITION**

	Actual June 2020	Forecast June 2021	Forecast June 2022	Forecast June 2023	Forecast June 2024	Forecast June 2025
<b>Assets</b>						
Cash & Bank	0	150,506	373,506	285,506	535,506	3,006
Debtors			250,000	250,000	60,000	
Investments		1,350,000	6,000,000	6,000,000	1,000,000	
Non Current Assets	820,000	820,000	1,256,000	5,753,000	10,814,500	12,407,000
<b>Total Assets</b>	820,000	2,320,506	7,879,506	12,288,506	12,410,006	12,410,006
<b>Net Assets</b>	820,000	2,320,506	7,879,506	12,288,506	12,410,006	12,410,006
<b>Equity</b>						
Retained Earnings	820,000	820,000	2,320,506	7,879,506	12,288,506	12,410,006
Current Year Earnings	0	1,500,506	5,559,000	4,409,000	121,500	0
<b>Total Equity</b>	820,000	2,320,506	7,879,506	12,288,506	12,410,006	12,410,006

At this early stage construction timing is indicative only.  
No provision for GST or creditors as too early to anticipate timing.  
Debtors are estimated as 50% of fundraising pledged but received in following year.

**TASMAN BAYS HERITAGE TRUST  
ARCHIVE RESEARCH COLLECTION FACILITY  
INDICATIVE STATEMENT OF CASH FLOWS**

	Actual June 2020	Forecast June 2021	Forecast June 2022	Forecast June 2023	Forecast June 2024	Forecast June 2025
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
Council Operating Grants		1,500,000	3,000,000	1,500,000		
ARC Grants			2,050,000	2,400,000		
Interest Received		506	9,000	9,000	1,500	
Receipts from Other Revenue			250,000	500,000	310,000	60,000
<b>Net Cash from Operating Activities</b>	0	1,500,506	5,309,000	4,409,000	311,500	60,000
<b>CASH FLOWS FROM INVESTING AND FINANCING ACTIVITIES</b>						
Maturing/Sale of Investments		0	1,350,000	6,000,000	6,000,000	1,000,000
Purchase of Property		0	(436,000)	(4,497,000)	(5,061,500)	(1,592,500)
Purchase of Investments		(1,350,000)	(6,000,000)	(6,000,000)	(1,000,000)	0
	0	(1,350,000)	(5,086,000)	(4,497,000)	(61,500)	(592,500)
<b>Net Increase (Decrease) in Cash</b>	0	150,506	223,000	(88,000)	250,000	(532,500)
Opening Cash Balance	0	0	150,506	373,506	285,506	535,506
Closing Cash Balance	0	150,506	373,506	285,506	535,506	3,006



## APPENDIX 1

### Purpose Statement

To care for, strengthen and make widely accessible the taonga and heritage collections of Nelson Tasman; and to create unforgettable experiences that stimulate awareness, celebrate diversity and entertain.

### Mission

The Trust operates as Nelson Provincial Museum, the regional museum of Nelson Tasman. The Museum is the repository of material culture and a proponent of local, distinctive intangible culture. It presents regional history, natural history, mātauranga Māori and contemporary narratives in stimulating and provocative ways, by making its collection accessible on-site, online and in the community.

- We are a highly valued repeat destination for local visitors;
- We provide exceptional taurima (caring for and entertaining) for all of our audiences, regardless of their culture, language, or abilities;
- We provide interactive, multi-sensory and playful educational experiences beyond the classroom that speak to the needs of 21st century learners of all ages – both lifelong and formal;
- We contribute to the activation of the upper Trafalgar Street precinct and the heart of the CBD by fulfilling our building's existing potential, including the use of the roof garden, foyer and adjacent kerbside;
- We honour the Museum's commitment to bi-culturalism, collaborating with mana whenua iwi across Nelson Tasman to tell their stories in their own words, and facilitating connection to their taonga;
- We actively collect, care for, and preserve objects of regional, national and international significance – both historical and contemporary – and create innovative ways of sharing these with the community;
- We are developing a new, fit-for-purpose Archives, Collection and Research Facility (ARC) to enable us to preserve the treasures of the regional Collection for current and future generations;
- We are relevant to the lives of the public and our stakeholders by responding to current social, cultural, and environmental challenges and opportunities through our educational offerings, public programming, collecting and exhibitions;
- We are recognised as a provider of dynamic storytelling and top-quality content with a strong connection to local communities, told through a variety of formats and media including onsite experiences, outreach, and digital channels; and

- We actively collaborate across the region, sharing our knowledge and expertise to support the aspirations of the cultural organisations including the Tasman district museums.

## Values

The following principles underpin decision-making and set the standard for performance interactions with the Museum's communities:

- To celebrate and respect our region's cultural heritage in respect of Tangata Whenua and Tangata Tiriti, along with Nelson Tasman's diverse multi-cultural mix, both past and present, and to show how this contributes to our distinctive regional identity;
- To be innovative, valuing imaginative approaches and creative solutions;
- To be customer focused: to care for our visitors and be responsive to their needs, embodying the principle of manaakitanga (hospitality) and taurima;
- To act professionally, embodying best museum practice within a context of scholarship and the Museums Aotearoa and ICOM (International Council of Museums) Code of Ethics;
- To be relevant to our community and to actively engage with them;
- To care for and value our people – our staff and volunteers – attracting and retaining a creative and engaged team;
- To be financially sustainable, attracting resources and revenues that will underpin our Purpose, Mission, and related activities;
- To be environmentally sustainable and to model best practice for our communities.

## Activities

Nature and scope of activities to be undertaken:

- To manage and operate the Museum for the benefit of the residents of Nelson Tasman and visitors to the region;
- To strengthen, care for, manage, interpret, preserve and make accessible the Museum's regional heritage collections for the benefit of mana whenua iwi, residents and visitors;
- To promote understanding and appreciation of the region's rich cultural heritage and natural environments;
- To develop and maintain partnerships that mutually benefit the Museum, the community, and allied organisations;
- To professionally manage and maintain all of the Trust's assets, including the regional heritage Collection; and
- To be a good employer and foster a culture of staff excellence and well-being.

## APPENDIX 2

### 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, protected and sustainably managed*

The Museum profiles a variety of environmental issues and encourages engagement with, and protection of, our regional biodiversity through education, exhibitions and events.

We are implementing internal initiatives and measures for sustainability.

#### *2. Our urban and rural environments are people friendly, well-planned, accessible 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 reduced entry fee charged on a cost recovery basis). Our contribution to the vibrancy of the region is especially important in the post-COVID environment, 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 and historic 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 ensure that we can provide an appropriate facility that provides the most cost-effective long-term solution for the care of the regional heritage Collection for future generations.

We are also in the process of upgrading air-conditioning facilities at the Trafalgar Street building to reduce costs and provide increased temperature and humidity protections for objects and taonga on display.

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

We provide many opportunities for community engagement, lifelong learning and playful experiences, which are needed more than ever given the impact of COVID-19 on the region's families, iwi, workers and businesses. Our core activities are free for Nelson Tasman residents to access and our programming will increasingly cater to the bi-cultural and multi-cultural diversity of the region. Our public programmes focus on inclusivity. Bespoke programmes are available for groups with sight or hearing impairments on request.

#### *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, increasingly, 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 to almost 8,000 school-aged 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, historic organisations, galleries and libraries.

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

As the most visited cultural tourism attraction in the region, the Museum supports and complements the region's tourist offerings. High-impact window displays, good visibility into the foyer, exciting programming, 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 and creative people from around New Zealand and the world to work at the Museum, and to contribute to the regional arts and cultural sector and the local economy.

**APPENDIX 3:****ADDITIONAL INFORMATION****Governance Statement: Structure, Function and Obligations of the Board****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)

**Composition of the Board**

- The Board is made up of 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 Council's policy and procedure for the joint appointment of directors/trustees of Council Controlled Organisations and Council Controlled Trading Organisations

**Guidance and Resources Provided to Board Members**

Resources available to Board members to carry out their duties:

- Sound financial management systems that provide Board reports as follows:
  - 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, including health and safety)
- The Board will ensure that relevant training opportunities and an induction kit are made available to Trustees

**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
- Board members will undertake a review of their performance every 18 months and work towards rectifying any issues identified

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

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

### **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 The Health and Safety at Work Act 2015 and subsequent amendments
- The Board shall review appropriate security measures to safeguard assets (cash, Collection, archives) and staff handling of such assets
- The Chief Executive maintains a full Risk Register for all Museum operations. The Trust Audit & Risk reviews the full document quarterly, and newly identified or significant risks are reported to the full Board monthly. Risks identified include natural hazards and information technology failures (malicious and otherwise) causing business interruption.

### **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

### **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 Trust’s 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 Māori and their 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 NRDA - Nelson Regional Development Agency)
- 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 the Museum in Nelson City and the Collections Research Facility at Isel Park
- To provide services that 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 and to the present time via exhibitions, our website, and physical 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.

## 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 Accounting Standards Framework implemented by the Financial Accounting External Reporting Board to effect changes enacted by the Financial Reporting Act 2013. For Financial Reporting purposes the Trust is a “Not-For-Profit Public Benefit Entity”. The Trust reports under the Tier 2 PBE Accounting Standards. All transactions in the financial statements are reported using the accrual basis of accounting. 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.

## Measurement Base

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

## Goods and Services Tax

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

## 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.

## 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.



**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.

**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.

**Audit and Risk Management Committee**

This Board sub-committee was established in 2008-09 to consider all financial and accounting information and to identify and assist in the management of the risk framework and performance targets.

**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

**Governance Obligations**

- Operate within the annual budget at all times
- Consult with Te Tai Ao Komiti to assist with kaitiakitanga of taonga Māori
- Maintain the Research Library and catalogue and care for the NPM collection at Isef Park
- Prioritise strategies that contribute towards sustainable growth and future certainty
- Open the Nelson city facility at 270 Trafalgar Street to the public for 363 days per year
- Care for the NPM Collection in accordance with Museum standards and legal requirements.

**Reporting to Stakeholders**

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

**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 that fulfil the requirements of LGA 2002 (Section 64).

### **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 30 June each year. Performance objectives and Proposed budget (year 1) and Indicative budgets (years 2 and 3) are included with the Draft and Final SOI.

### **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 and 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

### **Annual Report**

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)

The non-financial part and the draft financials will be delivered to TDC and NCC Councils on or before 13th August 2021. Finalised financials will be delivered on or before 20th August 2021.

### **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.

### **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 \$65,000 pa] and Nelson City Council has made a grant of \$70,552 pa 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.

### **Estimate of the Trust's Value**

The net asset worth of the Trust at 30 June 2016 was \$19,012,323. The Museum Collection was valued at \$15,316,700 with an effective date of 28 August 2015. This was carried out by independent valuers Dunbar Sloane. Significant donations are examined by independent valuers and are noted in the annual accounts. A collection valuation will be carried out in the 2020/21 FY.

The most recent valuation of land and buildings was performed by independent registered valuer I McKeage of Telfer Young (Nelson) Ltd. The Isel property was valued at \$413,000 (a drop of \$220,000 from the 2015 valuation) while the TA445 land and buildings was valued at \$9,220,000 (a rise of \$64,000 in the same period). The effective date of this valuation was 30 June 2018.

### **Loan Agreements**

The Trust has entered into a loan arrangement with the Nelson City Council and Tasman District Council for their respective loans. The Trust will repay the amount of \$100,000 to each Council commencing June 2016 until the loans are repaid, subject to adequate ongoing operational grant funding from both Councils. As the loans are at nil interest these are discounted to their fair value upon receipt. Loan facility agreements are in process and are expected to be in place by 30 June 2021.

### **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 wellbeing of the region.

**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.

**APPENDIX 4****RESPONSE TO STATEMENT OF EXPECTATIONS**

**As requested in the letter sent to the Tasman Bays Heritage Trust Chair by Mayor Reese and Mayor King, dated 18 December 2020**

1.1	SOIs/SOCI must include a complete set of summary prospective financial statements for at least three years (preferably five years) i.e. Statement of Comprehensive Income, Statement of Financial Position and cash flow statement.	See Financial Statements pp11-13
1.2	SOIs/SOCI should disclose measures like Earnings before interest and tax (EBIT) and Earnings before interest, tax, depreciation and amortisation (EBITDA) and balance sheet ratios where applicable i.e, CCTOs.	See Financial Statements pp11-13
1.3	SOIs must fully comply with Schedule 8 of the Local Government Act. This is to ensure a consistent approach across all CCOs.	See Governance Statement: Structure, Function and Obligations of the Board pp20 – 27
1.4	In the Public Records Act 2005, a local authority includes a (council controlled) organisation. As such, the requirements of this Act and its related mandatory Information and Records Management Standard - July 2016 applies for the management, retention, and disposal of records.	See Governance Statement: Structure, Function and Obligations of the Board pp20 - 27
1.5	Compliance with legislation and reporting on Health and Safety matters must be given due emphasis.	See Governance Statement: Structure, Function and Obligations of the Board pp20 – 27
1.6	Where the councils make a financial contribution to the operational costs of the organisation, the CCO should show how it intends to increase non council revenue streams.	See Financial Statements pp11-13

1.7	Capital expenditure and asset management intentions should be included.	See Financial Statements pp11-13
1.8	CCOs should use the same information for both managing the business and reporting through to the councils/shareholders, i.e. the information used for setting targets and reporting against them for the SOI should overlap and be a subset of the information used for internal reporting.	See Strategic Goals and KPIs pp 2- 10
1.9	SOIs and other CCO reports should be in a plain style, concise, relevant, accessible and focused on meeting the needs of the shareholding councils and the public they represent. The use of graphs, tables and charts is expected to convey both financial and non-financial information along with trends (past, current and future numbers).	See Strategic Goals and KPIs pp 2-10
1.10	To be effective the SOI must disclose the performance story for the CCO, providing a clear and succinct understanding of the CCO purpose, the goods and services it delivers and what success looks like. Providing a clear message to the boards on these requirements and other expectations will assist in ongoing improvements in the SOI and reporting.	See Strategic Goals and KPIs pp 2-10
1.11	The main aspects of the SOI performance story are: - Strategic context - Specifying and presentation of the outcomes framework - Main measures and targets, outcomes and objectives - Linking the strategy outputs performance together.	See Strategic Goals and KPIs pp 2-10
1.12	Risk management: shareholders would like to understand better in the SOI how the boards are considering and managing risks, including natural hazards and climate change.	See Governance Statement: Structure, Function and Obligations of the Board pp20 - 27

1.13	Sustainability - the councils would like to understand better in the SOI how the boards are addressing sustainability including carbon emissions and waste minimisation,	See Strategic Goal 5 and KPI 5 pages 6 and 10
1.14	<p>Health and safety - given the requirements of the Health and Safety at Work Act 2015 (the Act), it is appropriate for the councils to set out their expectations in relation to Health and Safety in the CCOs.</p> <ul style="list-style-type: none"> <li>• 1.14.1 Under Section 44 (3) of the Act elected members do not have a duty to exercise due diligence to ensure that any council controlled organisation complies with its duties or obligations under the Act unless that member is also an officer of that council-controlled organisation.</li> <li>• 1.14.2 However, as owners and key funders, it is still appropriate to set out expectations of Health and Safety management in CCOs.</li> <li>• 1.14.3 The Councils expect the boards of the jointly held CCOs to set appropriate Health and Safety strategy and policy, understand the nature of risks/hazards within the business, monitor performance and activities to ensure risk is being managed and review Health and Safety systems and performance,</li> </ul>	<p>A robust Health and Safety Policy is in place and guides reporting.</p> <p>The Health and Safety Staff Committee, made up of management and staff representatives, meets regularly and reports monthly to the Trust Board.</p> <p>A Risk Register is maintained and is reviewed quarterly by the Audit &amp; Risk Committee. The Trust Board reviews the top five risks monthly. The Risk Register process was reviewed by an external expert in February 2021.</p>

1.15	<p>Governance performance - in order to aid the councils when making decisions on director/trustee remuneration and appointments, the boards should undertake regular evaluation of their own performance.</p> <p>The councils expect these reviews to be carried out at least once every eighteen months.</p> <p>The chairs of the boards should reference this evaluation when making recommendations on the re-appointment or recruitment of board members.</p>	<p>A self-evaluation exercise was undertaken by the Trustees in November 2020 and will be repeated this coming FY</p>
1.16	<p>The councils require that CCOs, before making a decision that may significantly affect land or a body of water, must take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wahi tapu, valued flora and fauna, and other taonga.</p> <p>This is a provision in the LGA.</p>	<p>This is observed through the Trust's relationship with Te Tai Ao Komiti.</p>
1.17	<p>The shareholders request that all CCOs include in their SOIs how they are intending to respond to the challenges of COVID-19 including the likely economic downturn.</p>	<p>A drop of 20% visitation is forecast for the coming year due to COVID-19 and the absence of international visitors.</p> <p>See Strategic Goal 2 for impact on visitation p4 and Financial Statements for impact on budget pp11-13</p>
	<p><b>Specific expectations to be included in the Museum SOI</b></p>	



1.18	Asks that the Trust set out its plans regarding the project to build a new Archive Research and Collections (ARC) facility for the Nelson Provincial Museum, in particular regarding funding opportunities, timelines and project management;	See Strategic Goal 1 p 3 and Strategic KPI 1 p7
1.19	Asks that the Trust outline how it will respond to the effects of COVID-19 including: - Impacts on visitor numbers and budgets; and - How the Nelson Provincial Museum's activities contribute to and align with regional recovery efforts;	A drop of 20% visitation is forecast for the coming year due to COVID-19 and the absence of international visitors.  See Strategic Goal 2 for impact on visitation pp3 and Financial Statements for impact on budget pp11-13
1.20	Asks that the Trust sets out its succession plan for Trustees noting that four Trustees are due to complete their term in November 2021.	All four Trustees have signalled their intention to stand again in November 2021

