

**TASMAN BAYS HERITAGE TRUST | NELSON PROVINCIAL MUSEUM**

**STATEMENT OF INTENT 2023-2024**

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[Purpose Statement and Mission](#)

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

## Tasman Bays Heritage Trust

### Statement of Intent 2023-2024

#### 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 2023 – 30 June 2024.

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, adding to the vibrancy and attractiveness of the region as a destination for visitors and for our resident communities, and enable us to protect and share the region's heritage treasures for future Nelson Tasman generations.

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

#### 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.

#### STRATEGIC GOALS 2023/24 FY

This SOI defines five strategic objectives with associated activities and key performance indicators (KPIs), each of which underpin the strategic direction for the next three years. These are derived from the priorities and stated objectives of the Trust, combined with the expressed expectations of our two stakeholder Councils:

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

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

The Trust's key strategic goal for the 2023/24 FY is to **plan for and commence a capital works project which will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection.**

As is widely understood in the Nelson Tasman community, the Isele Park Research Facility is at the end of its functional life. A replacement is urgently required to provide ongoing care for the Museum's nationally – and internationally - significant Regional Collection.

The planned replacement - working title Archives Research and Collections Facility (ARC) - has been discussed and workshopped with Councils over the last five years. These discussions have included approval of the Business Case, a Joint Committee Working Group to decide on the optimum location, and subsequent approval to purchase the Church Street site.

The ARC Facility will not only deliver on the Museum's core objective of protecting the Regional Collection, but it will also increase access to it. The central city site will add to the vibrancy of the area and deliver upon NCC's Taonga Tuku Iho Cultural Heritage Strategy. Easy access to cultural and heritage is a vital part of 'liveable cities' and this project will enable iwi, multi-generational families, migrant and refugee-background communities, students and visitors to easily connect with our region's unique and precious history. Access to local history is a key part of the Ministry of Education's Aotearoa New Zealand Histories curriculum and our schools have told us they need the easy access to the collections for senior students that this central-city facility will provide.

We are grateful to Nelson City Council and Tasman District Council for allocating \$3.165m and \$3.2m respectively towards the ARC project in their Long-Term Plans. Ongoing support from both Councils is required to deliver on financial commitments, demonstrate support for the project, and reassure other potential funders that the fundraising target is achievable.

Following approval of the preliminary design in the 23FY, and the processing of the resource consent application by Nelson City Council, the focus for the remainder of the 2023 calendar year is the Detailed Design. Specifically, this will include obtaining Iwi guidance and input for Kaupapa Māori design, building consent processing, and updating the cost plan. Please see Appendix A for further detail on the project deliverables.

As resource consent a requirement of significant funders, grant applications to Lottery Grants Board and central government funds can now be formally submitted (in the expectation that NCC consents have been approved in March 2023.). The local community fundraising campaign will be well underway by the time a Go-No Go decision is required at the end of the 2023 calendar year.

The ARC Facility Capital Project has a strong governance and advisory structure. The build aspect is being overseen by a sub-committee co-chaired by Trustees Brendon Silcock and Derek Shaw together with external expert advisors John Hambleton and Ian MacLennan. This group works closely with the project managers Cameron Gibson Wells (CGW) and the Museum's internal Project Manager Belinda Wheatley, appointed specifically to deliver the project.

The Fundraising committee is by TBHT Deputy Chair Emma Thompson, with fellow Trustee Jo Brady adding her considerable expertise in the area. The Fundraising Campaign will deliver strong and vibrant engagement, and has been designed by Downing Creative.

With support from both Councils, central government and the community, construction will commence in early 2024. The building of the new facility represents a significant investment in the Nelson Tasman region and its future.

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

We aim to be a vibrant, dynamic, and contemporary institution that is relevant to, and inclusive of, all people in the Nelson Tasman region. We will continue to grow our reputation as a provider of quality content and dynamic storytelling with a strong connection to local communities. We will deliver compelling narratives and outstanding interpretation through a variety of formats and media including onsite experiences, engaging special exhibitions, educational and outreach programmes, and digital channels.

The Museum makes a significant contribution to Council Community Outcomes in the Nelson Tasman region. As identified in the recent BERL report into 'The Value of Museums and Galleries in Aotearoa'<sup>1</sup>, museums make quantifiable contributions to the Economic, Cultural, Social and Environmental Wellbeing of their rohe. Research demonstrates that our communities feel passionately about both our value, and our vital role in creating liveable cities.

### ***Exhibitions***

We are looking forward to hosting the touring exhibition '*Codebreakers: Women in Games*' (Aug – Nov 2023). This interactive exhibition is on tour from ACMI in Australia and celebrates the achievements of Australian and New Zealand women working in video games. It includes the work of Māori designer Maru Nihoniho - founder and managing director of Metia Interactive. This exhibition will be an excellent way to connect with some rangatahi who tend not to visit museums but will be attracted to learn about gaming technology.

The Museum is proud to curate an exhibition of local photographer Melissa Banks' images of kapa haka, and there are plans to tour this exhibition nationally. We will also host a display from the Nelson Embroiderer's Guild in October, '*Sew, That's Embroidery*'.

Our summer exhibition is currently in negotiation, but we are confident that it will be a strong attractor over our region's high-visitor season.

### ***Visitation***

From 2016 to 2020, visitation to the Museum increased significantly, bringing us in line with other high-performing regional museums (despite smaller budgets and staff numbers). Unfortunately, COVID-19 then hit our visitation and heavily impacted our numbers. Going forward, with the return of international visitors, we are expecting visitation will bounce-back.

The Museum has set a visitation target of 54,000 (excluding education audiences, who are measured separately) for the 2024 FY. In setting this target, we looked at trends both across the region and across the museum sector. NRDA research suggests that international visitation levels won't return to pre-pandemic levels until 24/25FY. Our colleagues in similar sized regional museums are expecting a drop of 10% on pre-pandemic levels.

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<sup>1</sup> BERL 2022, reference #6302, available on request from Nelson Provincial Museum

Our school programme is funded by the Ministry of Education through the new Enriching Local Curriculum programme on a 3.5 year contract. We were selected to provide these services through a highly-competitive tender process. Our success is a vote of confidence in the Museum's ability to deliver upon the new Aotearoa New Zealand Histories curriculum by sharing local stories and knowledge including mana whenua purakau.

It is to be noted though that the value of Ministry of Education funding has not increased materially in over seven years, although the expectation is that it now also covers early childhood education. Our visitation target for student visits remains at 5,500, but our focus of course is quality over quantity. Teacher satisfaction levels are currently tracking at 100%.

### **3) To actively support and collaborate with iwi and Nelson Tasman cultural heritage organisations**

The Museum works with iwi through Te Taiao Komiti, consisting of representatives of the six mana whenua iwi of the marae in Mōhua, Motueka and Whakatū. 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. This year we aim to collaborate on updating iwi displays in the Museum's regional gallery.

As the regional museum for Nelson Tasman, the Trust aims to continue supporting the Tasman district museums (Golden Bay, Motueka and Murchison), and institutions such as Willow Bank Heritage Village and Higgins Heritage Park. We also work to support iwi, cultural and community organisations throughout the rohe including marae, Founders Park, Isel House and Broadgreen House. We do this through support and participation in community-based events such as the Multicultural Festival and A&P Shows; through the provision of expertise, hands-on assistance and professional museum support; and providing pre-made exhibits for display. In recent years this support has taken a variety of forms including curatorial assistance, providing a free venue, professional advice, exhibition loans, programme provision and exhibition development assistance. Our intention is to continue to add cultural, social and economic value across the wider Nelson Tasman region through our outreach programme, supporting our communities in their goals and smaller organisations in their aspirations.

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

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

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

The Trust's Collections Management Policy empowers us to collect objects with strong local significance. Active measures are taken to acquire items for the Collection that represent our

region's rich history and unique biodiversity. In addition to securing significant historic items for the Regional Heritage Collection as they become available, we also collect objects relating to significant contemporary events (including the 2022 floods) and local individuals, artisans and businesses. These objects will better enable our successors to tell the history of today.

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

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

Our focus on preserving the past for future generations means that we are also very conscious of the need to safeguard natural resources for the future too. As a scientific institution, we have a role in disseminating research and information about the climate issues.

The Museum places sustainability front and centre of all our operations. A staff Sustainability Committee meets monthly to identify areas for improvement and to workshop solutions. In recent years we commissioned an Audit and Energy Management plan from EMSOL, and we are rolling out implementations of many of its recommendations.

A strong opportunity for the Museum to reduce our energy footprint is through the ARC Facility project. This year we are undertaking to measure the ecological impact of the planned collection move and to identify at least one way to reduce this – for example through sustainable packaging. We are also investigating solar power options to reduce ongoing energy consumption, a significant and rising operational cost.

By these actions the Museum can demonstrate good organisational citizenship, community leadership, best practice sustainability and make our own contribution to addressing the pressing global challenges of climate change.

## TASMAN BAYS HERITAGE TRUST

### Alignment with Joint Community Outcomes

The Museum makes a significant contribution to Joint Community Outcomes in the Nelson Tasman region. As identified in the recent BERL report into 'The Value of Museums and Galleries in Aotearoa'<sup>2</sup>, museums make quantifiable contributions to the Economic, Cultural, Social and Environmental Wellbeing of their rohe. Research demonstrates that our communities feel passionately about both our value, and our vital role in creating liveable cities.

#### **1. Our unique natural environment is healthy and protected**

The Museum profiles a variety of environmental issues and encourages engagement with, and protection of, our regional biodiversity through education, events and exhibitions. Recently, for example, the Museum partnered with both the Arts Festival and Brook Waimarama Sanctuary to tell stories of climate action and safeguarding our local biodiversity. We are implementing internal initiatives and measures for sustainability as outlined in Goal 5 of our Statement of Intent.

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

The Museum is a welcoming and engaging social space which contributes significantly to the activation of the Upper Trafalgar precinct. The Museum is free to visit for Nelson Tasman residents (except for occasional major touring exhibitions for which there may be a small entry fee based on a cost recovery basis). Our contribution to the vibrancy of the region provides community engagement in the heart of the city, and the new ARC Facility will greatly enhance our residents' connection to their heritage. We will continue to support cultural heritage activities across the region through outreach to district museums, galleries, libraries, marae, and other heritage facilities and organisations.

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

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

The Museum is tightly financially managed, as can be seen in the financial results of prior years. We have a low-threshold for risk and The Trust maintains an Asset Register and Building Maintenance Schedule.

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

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

The ARC Facility will add to these activities and allow many more people the ability to connect with their culture and heritage – a vital component of wellbeing - in the central city.

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<sup>2</sup> BERL 2022, reference #6302, available on request from Nelson Provincial Museum



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

Our core business is to enable local residents to connect with their heritage, both cultural and environmental. We do this through a range of programmes at the Museum, in the community and digitally, making the region's treasures available for visitors and locals alike. We are focused on ensuring engagement across the region as well as increasingly catering to a broader demographic. The ARC Facility will greatly enhance this connection, as can be seen from its core role delivering NCC's Taonga Tuku Iho Cultural Heritage Strategy.

***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. Museum exhibitions provide significant opportunities for social and cultural connection, and is a favourite recreational activity for many of the region's families and older demographics.

In the last year we have delivered free-of-charge programmes for thousands of school children, plus tertiary groups, English as a Second Language (ESL) classes, pre-schoolers, aged communities, special interest groups and the general public. The Museum has received a 3.5 year contract from the Ministry of Education under the Enriching Local Curriculum fund, a vote of confidence in our ability to deliver local histories and purakau in a meaningful and relevant way to students of all ages.

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

The Museum works with the community to create opportunities for engagement on-site, on-line and in the community. We provide leadership and guidance within and across the sector, to support the activities of local museums and heritage parks, heritage houses, marae, historic organisations, galleries and libraries. Each year we work with Tuku 23 (the Heritage Festival), the Suter Art Gallery, Richmond Public Library, the Historical Societies and many other organisations to create relevant and engaging community engagement.

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

As arguably the most visited cultural tourism attraction in the region, the Museum supports and complements the region's tourism offerings. High-impact window displays, an enhanced digital experience and an attractive retail area has markedly improved the Museum's value proposition and helps bring destination traffic to the Upper Trafalgar precinct. Our shop stocks and promotes local artisans and makers, and visitors to our strong summer exhibition programme brings money into our region.

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

The ARC Facility is a major project and will provide a boost to local employment during its construction. These workers will bring money into the central city which benefit small businesses and be a visible signal of revitalisation.

# TASMAN BAYS HERITAGE TRUST

## STATEMENT OF INTENT

### STRATEGIC GOALS 2023 – 2024

Strategic goal	Actions	Measures / KPI Revised for 2023/24
<p><b>1.</b></p> <p><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></p>	<p>1.1</p> <p>Robust planning, budgeting, fundraising and project management.</p>	<p>1.1.1</p> <p>Project Phases 4 &amp; 5 complete including:</p> <ul style="list-style-type: none"> <li>• Iwi design input</li> <li>• Detailed Design</li> <li>• Community consultation including Church St precinct owners and proprietors</li> <li>• Construction commences subject to successful funding</li> </ul>
	<p>1.2</p> <p>Canvassing and securing funding sources</p>	<p>1.2.1</p> <p>Funding commitments obtained including:</p> <ul style="list-style-type: none"> <li>• Nelson City Council and Tasman District Council ARC Facility funding commitment confirmed in the Councils Annual Plans</li> <li>• Applications for at least two large grant funders completed, subject to timely processing of Resource Consent by NCC as per funding requirements</li> <li>• Funding commitment from Ministry of Culture &amp; Heritage</li> </ul> <p>[Note dependency: NCC resource consent is required for large grant applications]</p>

<b>2.</b>  <b>To be a highly valued visitor destination, educational provider and venue for cultural and community connection</b>	<b>2.1</b>  Implement a programme which attracts our diverse local communities	<b>2.1.1</b>  Design and deliver a varied visitor experience including at least three short-term exhibitions
		<b>2.1.2</b>  Implement at least one new accessibility improvement
		<b>2.1.3</b>  Refresh one manawhenua iwi case in the Museum’s Regional Gallery
	<b>2.2</b>  Consolidate and attain visitation targets	<b>2.2.1</b>  Achieve target visitation of 54,000 across all venues (excluding education)
	<b>2.3</b>  Achieve Ministry of Education visitation target	<b>2.3.1</b>  Achieve target of 5,500 education visits and outreach, including early childhood, primary, and secondary groups.

	2.4 Provide a high-quality customer service and visitor experience	2.4.1 Demonstrated by a minimum of two customer surveys with rating of at least 85% satisfaction
	2.5 Provide a high-quality educational service	2.5.1 Teacher satisfaction demonstrated by an average of at least 90% over all teacher evaluations.
<b>3.</b> <b>To actively support and collaborate with iwi and Nelson Tasman cultural heritage organisations</b>	3.1 Providing advice, guidance, content, mentoring and support to iwi, smaller galleries, libraries, archives and museums within Nelson Tasman	3.1.1 Provide Museum support and assistance on request to Te Taihū district museums, iwi and cultural organisations
		3.1.2 Organise at least two regional museum hui
<b>4.</b> <b>To continue to develop and provide appropriate care for a strong Collection which is relevant and accessible to, and valued by, Nelson Tasman communities</b>	4.1 Actively collecting objects that are strongly related to the history and cultural story of Nelson Tasman	4.1.1 Collect at least two relevant contemporary local objects or taonga

	4.2 Provide access for our visitors to connect with the Collection digitally, on-site and in the community	4.2.1 Add at least six Topics to Collections Online to support the interpretation of significant objects/collections
<b>5. To improve our sustainability performance</b>	5.1 Implement actions to improve sustainability performance	5.1.1 Measure ecological impact of planned collection move and identify at least one measure to reduce this
	5.2 Support and promote sustainable transport options for visitors	5.2.1 Implement one initiative to support sustainable transport options for visitors

TASMAN BAYS HERITAGE TRUST

PROJECTED OPERATING STATEMENT OF FINANCIAL PERFORMANCE

	Actual June 2022	Forecast June 2023	Budget June 2024	Forecast June 2025	Forecast June 2026	Forecast June 2027
	1.50%	5.90%	3.20%	5.00%	5.00%	5.00%
<b>Revenue</b>						
TDC Operating Grant	905,557	958,984	989,671	1,039,155	1,091,113	1,145,668
NCC Operating Grant	904,995	958,832	992,392	1,042,012	1,094,112	1,148,818
NCC Operating Grant Extra	76,398	80,944	83,776	87,965	92,363	96,981
<b>Total Councils</b>	<b>1,886,950</b>	<b>1,998,760</b>	<b>2,065,840</b>	<b>2,169,132</b>	<b>2,277,588</b>	<b>2,391,468</b>
Contracts - Education LEOTC/ELC	82,190	82,190	82,190	82,190	82,190	82,190
Other Non Exchange Revenue	38,472	18,022	22,000	20,000	22,000	30,000
Exchange Revenue	326,998	227,960	246,760	239,540	239,540	239,540
<b>Total Revenue</b>	<b>2,334,610</b>	<b>2,326,932</b>	<b>2,416,790</b>	<b>2,510,862</b>	<b>2,621,318</b>	<b>2,743,198</b>
Staffing	1,072,987	1,115,253	1,191,307	1,215,133	1,239,436	1,264,225
Education	74,407	65,000	59,733	60,928	62,146	63,389
Property	187,947	204,050	211,904	267,499	280,874	294,918
Other	216,795	216,324	218,620	222,992	227,452	232,001
<b>Total Direct Costs</b>	<b>1,552,136</b>	<b>1,600,627</b>	<b>1,681,564</b>	<b>1,766,552</b>	<b>1,809,908</b>	<b>1,854,533</b>
<b>Gross Surplus</b>	<b>782,474</b>	<b>726,305</b>	<b>735,226</b>	<b>744,309</b>	<b>811,410</b>	<b>888,665</b>
Overheads	244,981	261,114	273,299	292,430	312,900	334,803
Trustee Fees	65,587	70,414	70,440	73,962	77,660	81,543
Finance Costs	0	4	0	0	0	0
Depreciation	445,344	484,906	492,200	498,000	504,000	504,000
<b>Total Operating Expenses</b>	<b>755,912</b>	<b>816,438</b>	<b>835,939</b>	<b>864,392</b>	<b>894,560</b>	<b>920,346</b>
Net Result from Operating Activities	26,562	(90,133)	(100,713)	(120,083)	(83,150)	(31,681)
Fair Value adjustments on Council Loans	39,145	32,816	26,227	19,367	12,225	2,395
<b>Operating Surplus/(Deficit)</b>	<b>(12,583)</b>	<b>(122,949)</b>	<b>(126,940)</b>	<b>(139,450)</b>	<b>(95,375)</b>	<b>(34,076)</b>
<b>Net Result before Revaluations</b>	<b>(12,583)</b>	<b>(122,949)</b>	<b>(126,940)</b>	<b>(139,450)</b>	<b>(95,375)</b>	<b>(34,076)</b>
Property Revaluation						
Net comprehensive revenue before ARC Proj	(12,583)	(122,949)	(126,940)	(139,450)	(95,375)	(34,076)
ARC Project Direct Costs	(65,516)	(82,780)	(82,640)	(82,640)	-	-
ARC Project Funding (external sources)		250,000	4,100,000	8,057,000	-	-
	(65,516)	167,220	4,017,360	7,974,360	-	-
<b>Net Result incl ARC Project</b>	<b>(78,099)</b>	<b>44,271</b>	<b>3,890,420</b>	<b>7,834,910</b>	<b>(95,375)</b>	<b>(34,076)</b>

**TASMAN BAYS HERITAGE TRUST**

**PROJECTED OPERATING STATEMENT OF CASHFLOWS**

	Actual June 2022	Forecast June 2023	Forecast June 2024	Forecast June 2025	Forecast July 2026	Forecast July 2027
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>						
Council Operating Grants	1,886,950	1,998,760	2,065,840	2,169,132	2,277,588	2,391,468
Contracts	89,626	82,190	82,190	82,190	82,190	82,190
External ARC Funding	-	250,000	4,100,000	8,057,000	-	-
Interest Received	1,140	4,968	-	-	-	-
Receipts from Other Revenue	356,246	249,035	268,760	259,540	261,540	269,540
Payments to Suppliers & Employees	(1,986,967)	(1,936,492)	(2,107,943)	(2,215,584)	(2,200,470)	(2,270,879)
Interest Paid	(6)	(4)	-	-	-	-
Goods and Services Tax (Net)	(18,869)	21,058	-	-	-	-
<b>Net Cash from Operating Activities</b>	<b>328,120</b>	<b>669,515</b>	<b>4,408,847</b>	<b>8,352,277</b>	<b>420,849</b>	<b>472,319</b>
<b><u>CASH FLOWS FROM INVESTING ACTIVITIES</u></b>						
Maturing/Sale of Investments	160,000	160,873	-	-	-	-
Purchase of New Property & Fixed Assets	(265,967)	(82,806)	(60,100)	(50,000)	(50,000)	(50,000)
ARC Project WIP	-	(618,395)	(3,630,140)	(8,665,538)	-	-
Purchase of Investments	(160,000)	-	-	-	-	-
<b>Net Cash from Investing Activities</b>	<b>(265,967)</b>	<b>(540,328)</b>	<b>(3,690,240)</b>	<b>(8,715,538)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b><u>CASH FLOWS FROM FINANCING ACTIVITIES</u></b>						
Cash from/(to) Overdraft Facility	-	-	90,000	-	(90,000)	-
Repayment of Council Borrowings	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(99,250)
<b>Net Cash from Financing Activities</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(110,000)</b>	<b>(200,000)</b>	<b>(290,000)</b>	<b>(99,250)</b>
Net Increase (Decrease) in Cash	(137,847)	(70,813)	608,607	(563,261)	80,849	323,069
Opening Cash Balance	408,868	271,021	200,208	808,815	245,554	326,403
Closing Cash Balance	271,021	200,208	808,815	245,554	326,403	649,472

**TASMAN BAYS HERITAGE TRUST**

**PROJECTED OPERATING STATEMENT OF FINANCIAL POSITION**

	Actual June 2022	Forecast June 2023	Forecast June 2024	Forecast June 2025	Forecast June 2026	Forecast June 2027
<b>Assets</b>						
Cash & Bank	271,020	61,530	200,277	245,554	326,403	649,472
Bank (ARC Project)	-	138,678	608,538	0	-	-
Debtors	12,610	4,610	4,610	4,610	4,610	4,610
Debtors ARC Project	-	-	-	-	-	-
Stock on Hand	32,362	33,000	33,000	33,000	33,000	33,000
Investments	161,841	-	-	-	0	0
WIP ARC Project	-	618,395	4,809,857	12,775,395	-	-
Non Current Assets	32,140,610	31,738,510	31,306,410	30,858,410	43,179,805	42,725,805
<b>Total Assets</b>	<b>32,618,443</b>	<b>32,594,723</b>	<b>36,962,692</b>	<b>43,916,969</b>	<b>43,543,818</b>	<b>43,412,887</b>
<b>Liabilities</b>						
Bank Overdraft (Revolve Facility)	-	-	90,000	90,000	-	-
Creditors	159,481	100,000	100,000	100,000	100,000	100,000
Creditors ARC Project	-	138,678	700,000	-	-	-
GST	(41,056)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Wage & Holiday Pay Accrual	85,957	85,000	85,000	85,000	85,000	85,000
Grants Received in Advance	5,104	5,000	5,000	5,000	5,000	5,000
Loan ex NCC/TDC	806,220	639,036	465,263	284,630	96,855	-
<b>Total Liabilities</b>	<b>1,015,706</b>	<b>947,714</b>	<b>1,425,263</b>	<b>544,630</b>	<b>266,855</b>	<b>170,000</b>
<b>Net Assets</b>	<b>31,602,737</b>	<b>31,647,009</b>	<b>35,537,429</b>	<b>43,372,339</b>	<b>43,276,963</b>	<b>43,242,887</b>
<b>Equity</b>						
Retained Earnings	14,661,263	14,583,164	14,627,436	18,517,855	26,352,766	26,257,390
Current Year Earnings	(78,099)	44,271	3,890,420	7,834,910	(95,375)	(34,076)
Revaluation Reserve	17,019,573	17,019,573	17,019,573	17,019,573	17,019,573	17,019,573
<b>Total Equity</b>	<b>31,602,737</b>	<b>31,647,009</b>	<b>35,537,428</b>	<b>43,372,339</b>	<b>43,276,963</b>	<b>43,242,887</b>



# Dashboard Report

Prepared For:  
Tasman Bay Heritage Trust

Project Name:  
Archives, Research & Collections Facility

Reporting Frequency: Monthly  
Date of Report: 8 February 2023  
Report Number: 11



## 1 Summary and Overview

Initiation	Planning	Design	Procurement	Construction	Close Out
✓	95%	10%	0%	0%	0%

### Looking Back (Activity Delivered During Last Month)

Scheduled Activity	Critical Path?	On Target	Owner	% Completed
Resource Consent Application works	YES	YES	CGW and TBHT	100%
Concept Design	YES	YES	CGW and ISA	100%
Preliminary Design	YES	NO	CGW and ISA	95%
Preliminary Cost Report	YES	NO	CGW and ISA	0%

### Looking Forward (Activity Scheduled for Next Period)

Scheduled Activity	Critical Path?	Owner	Estimated Completion
Storage supplier procurement (cont.)	YES	TBHT	Confirmation required.
Cost Report/Preliminary Design Review	YES	ISA	14/02/2023
Submission of Concept design to Urban Design Panel	NO	ISA	Confirmation required.
TBHT board Meeting	YES	ISA and TBHT	Confirmation required

## 2 PCG Directions Sought

Item	Actions / Comments:
1 – Procurement of storage supplier	This activity is currently out of scope for CGW, direction is sought on who the PCG would prefer to manage this procurement. We propose this be managed by the trust and head curator Shae Trewin, as these parties have extensive experience and have prepared all reporting that is available identifying key fit out requirements and remedial solutions.
3 – Preliminary Design sign-off	Following meetings at the beginning of the year, the Preliminary building layout/design has been presented to client, final confirmation and approval is still pending operational confirmation especially with respect to climate control parameters. The Cost Report review may require an further iteration of this design.
4 - Submission of Concept design to Urban Design Panel	ISA to proceed with this submission.

## 3 Top Risks (Whole Project)

The top risks from the project risk register have been summarised below.

Risks:	Impact on Project			Action / Comments:
	Low	Med	HIGH	
Designed storage space does not house all collection, or as much of collection as desired		M		A lot of work is being done in this area to define both conditions and building locations for the collection. This may result in split locations for certain collections depending on the storage temperature conditions required. Peer review has been completed by Bronwyn Symes.
Designed storage space does not meet cultural requirement for Taonga storage and access			H	Komiti to advise on kaitiaki of Taonga, ISA is aware and cognisant of this aspect. Taonga location currently set at ground floor – confirmation required urgently.
Neighbouring businesses are disrupted by site fencing, noise and /or vibration			H	Communication plan developed, keep stakeholders informed of progress, TBHT to initiate the Stakeholder Engagement meetings with Resource Consent documentation set.
Building cost rises due to external market factors			H	Construction budget proves to be insufficient due to construction cost escalation. Contingency included in budget. Expediting design/tender engagement may assist.
Impact on neighbouring properties			H	Fire exit from Kush Café and neighbouring car parks will be inaccessible when ARC building is constructed to the boundary. Stakeholder engagement item.
Insufficient funds raised to complete project			H	A fundraising subcommittee is to be established, there are also ongoing engagement with NCC about timing of contributions.

## 4 Milestone Summary

The key milestones have been itemised below.

Milestone:	Expected / Achieved Date:	Progress:				Comments:
		OT	D	PIS	A	
Design Brief	29/04/22				A	Completed, formally issued to Belinda on 27/05/22.
Procure Design Team	27/07/22				A	All consultants are engaged as of the 12/09/2022.
Preliminary Design	14/2/23			PIS		The commencement of Preliminary design was delayed due to the time taken to execute agreement for the Architect/ lead designer. Preliminary design is 95% complete currently with cost report and client decisions critical to mitigating the lost time.
Lodge Resource Consent	05/02/23				A	Lodged.
Developed Design	08/03/23			PIS		Run-on effects of Preliminary Design delay. Close management with potential to make up time to be fully scoped
Detailed Design / Lodge BC	14/09/23	OT				
Procure Contractor	15/02/24	OT				

Commence Construction	16/02/24	OT		
Practical Completion	16/01/25	OT		
Commence Relocation of Collections	16/01/25	OT		
Complete Relocation of Collections	16/01/26	OT		
Operational Readiness	16/01/26	OT		

## 5 Cost Analysis

### Project Costs Overview <sup>PTD</sup>

	Budget	Anticipated Spend	Variation	Variation (%)
Construction	7,140,000	7,140,000	0	0%
Contingency	1,999,000	1,999,000	0	0%
Fitout	550,000	550,000	0	0%
Fees & Consents	1,428,000	1,428,000	0	0%
Internal Costs	1,290,000	1,290,000	0	0%
<b>Total</b>	<b>12,407,000</b>	<b>12,407,000</b>	<b>0</b>	<b>0%</b>

All actual costs to date fall within the budgeted allowance.

Spent this period: **\$35,618.44**

	Anticipated Spend	Spent to Date	Spent to Complete
Construction	7,140,000	0	7,140,000
Contingency	1,999,000	0	1,999,000
Fitout	550,000	0	550,000
Fees & Consents	1,428,000	228,370	1,199,630
Internal Costs	1,290,000	820,000	470,000
<b>Total</b>	<b>12,407,000</b>	<b>1,048,000</b>	<b>11,465,655</b>

### Budget

