

Supplemental Agenda for the meeting of the Infrastructure Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **WEDNESDAY, 16 JUNE 2021** commencing at **9.30am**.

Information and recommendations are included in the reports to assist the committee in the decision making process and may not constitute Council's decision or policy until considered by the committee.

5.8 Huntly Mining and Cultural Museum Society Incorporated (“the Museum Committee”) Business Plan

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CHIEF EXECUTIVE

Open Meeting

To	Infrastructure Committee
From	Clive Morgan General Manager Community Growth
Date	14 June 2021
Prepared by	Lianne van Den Bemd
Chief Executive Approved	Y
Reference #	CDR0502 / ECM 3147843
Report Title	Huntly Mining and Cultural Museum Society Incorporated (“the Museum Committee”) Business Plan

I. EXECUTIVE SUMMARY

The purpose of the report is to present the Huntly Mining and Cultural Museum Society Incorporated (“the Museum Committee”) Business Plan for receipt by the Infrastructure Committee.

2. RECOMMENDATION

THAT the report from the **General Manager Community Growth** be received;

AND THAT the **Infrastructure Committee** receive the **Huntly Mining and Cultural Museum Society Incorporated Business Plan**.

3. ATTACHMENTS

Huntly Mining and Cultural Museum Society Incorporated Business Plan

Huntly Mining and Cultural Museum Society Inc

Huntly Museum Business Plan 2021 – 2024



Huntly Railway 1960's

Prepared May 2021

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EXECUTIVE SUMMARY

VISION: Huntly People are proud of our history/heritage

MISSION: People related to Huntly are connected to their cultural identity and others learn.

This Business Plan lays out the plans of the current Society Committee to:

- Develop the Main St museum at the Civic Centre as a collections space and small exhibition area to interact with the public.
- Work in partnership with Waikato District Council in the planning, establishment, and development of a Public Museum space at the Huntly Railway Station.

The Huntly Mining and Cultural Museum Society have been operating in limbo now since 2017, when they moved the museum and its collections to 148 Main St, known to most as the Civic Centre. Here, the archives and artefacts are stored well in the auditorium area of the Centre, managed, and curated by the part time Collections Manager. This large space now holds 95% of the museum's collection. 13,481 catalogued items are stored and carefully packed in long lasting acid free boxes.

The Civic Centre space dedicated to creating a small exhibition area worthy of visits from the public has not developed. There have been good window displays but little is welcoming to locals, let alone visitors with poor visibility of service and even confusion of signage. The museum has been closed to the general public lately, only visits by appointment for research have been possible.

This year, 2021, will see significant changes. The society is making the most of the space in the Civic Centre, working with the landlord, the Waikato District Council, in re-organising the office space and is currently turning the remaining area into a small but useful display space to interact with the public.

During the planning process for the writing of this Business Plan, the committee members of the society determined that:

- Rebranding - There is confusion in their branding and signage with reference to the Waikato Coalfields Museum and have resolved that their trading name is 'Huntly Museum'. Embedding this in every aspect of the Huntly Mining and Cultural Museum Society will clarify their position and broaden the scope of what can be collected, displayed and enjoyed.
- Review of governance model - many of the current society members are heritage enthusiasts, passionate about preserving the history of their community and participating in that, but we have determined that a review of their governance is needed if the society is to grow and develop. The current committee members are predominantly key volunteers who are active in the management of the museum. New committee members will be needed to further develop the business of the museum.

The past and ongoing partnership with the Waikato District Council has been the key reason the Society has been able to continue operating, by helping to secure the lease of the Civic Centre.

After a meeting between the Community Development Team of the Waikato District Council, the Society Committee and a Community Advisor from Community Waikato at the end of 2020, it was agreed that a Business Plan would be prepared that outlines the Society's aspirations for the next 3 – 5 years. This plan to then be presented to Council for them to consider what a partnership might look like moving forward. Community Waikato has helped in the collation of the plan.

With regional opportunities presented by the introduction of the Te Huia Rail Service between Hamilton and Auckland and the revitalisation of the Huntly Railway Station, the Society wishes to grow their partnership with Council, working together in moving the old Railway Station building from Lake Puketirini back to the railway line to be used as a local museum, providing a unique visitor experience, having both static and changing exhibitions, and provide 'hands on' opportunities for visitors to access some of our collection.

The society has \$421,800 held with Council from the sale of the previous museum at Harlock Place. Working with Waikato District Council it is the intention of the society that:

- \$15,000 is used immediately for the completion of the Civic Centre display area
- Ownership of the museum building at Lake Puketirini be transferred to Council
- The funds be used toward the relocation, structural strengthening and construction & refurbishment of the interior shell to museum standard
- Any funds remaining from the \$421,800 will be used for the fit out of the exhibition spaces at the Railway Station museum.

The Council will grant a concessional lease to the Society whilst Council hold the lease with Kiwirail for the land. In line with Council's community leasing Policy the rental would be \$10 per week.

This plan lays everything out and it relies on the integrity of Council to recognise the past and future contributions of the The Huntly Mining and Cultural Museum Society in preserving and promoting the heritage of the Huntly area.

THE PURPOSE OF THIS BUSINESS PLAN?

To establish the future direction for the operation and accommodation of the Huntly Museum at two locations:

1. Develop the Civic Centre in Main St into both an archival/object storage area, a research facility and an entertaining and educational experience.
2. In partnership with Waikato District Council, relocate the Huntly Railway Station building back to its original location in central Huntly and develop the Railway Station as a unique visitor experience, having both static and changing exhibitions, and provide 'hands on' opportunities for visitors to access some of our collection.

DEFINING THE HUNTLY MUSEUM

Museums Aotearoa Te Tari o Ngā Whare Taonga o Te Motu (MA) defines 'museum' as an organisation primarily engaged in collecting, caring for, developing, exhibiting or interpreting the natural and cultural heritage of Aotearoa New Zealand. The term includes marae and exhibition galleries, or centres maintained on an on-going basis by other organisations.

Under the 1975 Protected Objects Act, the **Huntly Mining & Cultural Museum** is a recognised repository of taonga tuuturu. Artefacts found since 1975 which fit the regulations of the act are the property of the crown and the Ministry of Culture and Heritage keep a register of important finds.





The museum can assist people with this process of identifying whether an item should be on the register and from that point where ownership or custodianship of the item should lie.

Objects regulated include:

- Art objects including fine, decorative, and popular art
- Documentary heritage objects
- Nga taonga tūturu
- Natural science objects
- New Zealand archaeological objects
- Science, technology, industry, economy, transport objects
- New Zealand archaeological, ethnographic, and historical objects of non-New Zealand origin, relating to Social history objects

The Protected Objects Act also incorporates the UNESCO Convention 1970 and the UNIDROIT Convention.

MUSEUM ENGAGEMENT PROJECTIONS: 2022 - 2027

<p>Museum in Year 1</p>  <p>500 visitors per year Main St museum and online</p>	<ul style="list-style-type: none"> • Open 5 afternoons a week in Main Street museum • Part time staff and volunteers • Small display space open from January 2022 until the Railway Station is complete • Koha entry • Website updated and engagement for research queries • Active Facebook for social stories and research queries
<p>Museum Year 2</p>  <p>1000 visitors per year Railway museum and online</p>	<p>Year 1 plus:</p> <ul style="list-style-type: none"> • Collection available to access by appointment • Public programmes i.e holiday programmes • Collaborate with community groups • Railway Station museum open and responsive to educational visits and group bookings • Additional staff and volunteers rostered to accommodate opening hours at both locations with emphasis on the railway station
<p>Museum Year 3 - 5</p>  <p>3000 - 4000 visitors</p>	<ul style="list-style-type: none"> • Now at 3 FTE • Railway station museum has curriculum based displays to meet school needs • Basic shop selling heritage prints, local history books • Strong marketing, including promotion to Aucklanders and use of Te Huia train service • Planning to remove the collection from Main St to another suitable location near the Railway Station museum. • Research requests and all business will be through the Railway station.
<p>Museum Year 5 onwards</p>  <p>10,000 visitors</p>	<ul style="list-style-type: none"> • Full staff component (3+ FTE dependent on opening hours) • Active marketing programmes • International and local tourist destination • Expectation open 7 full days and incl most public holidays • Collaboration with community groups, e.g Glenfield Steam, local artists • Shop elements increased to sell Huntly related items plus heritage replica items (e.g kete muka)

FINDING OUR AUDIENCE

Our number one goal is to be a local resource for local people, connecting with schools in developing the NZ history curriculum and programmes, sharing the history across both sides of the river. Involving young people in our local heritage will bring pride to the community.

At the Railway Station museum, we see the potential for weekend visitors, extending the reach and attracting people from a wider area, especially developing as the Te Huia train schedule grows. Creating a heritage trail with connections to other attractions at The Glen Afton Heritage Railway and those planned for Lake Kimihia.

There is potential through the Waikato Heritage Network for the community groups to work together in the promotion of their attractions.

Knowledge experts will offer key workshops that will attract hobbyists to participate in specific learning.

Located between two major cities, and with the beautification of Huntly Township, tourists will be encouraged to stop and visit our local attraction as well as follow any heritage trail.

We recognise the potential market of the older person and currently get requests from groups looking for a day trip, an outing. The Railway Station will lend itself to this audience.

Our main advertising will be through Facebook and supported by the website. We will grow our membership by offering more content for members.

EVALUATION FRAMEWORK

Throughout the cycle of this business plan, **four key methods of monitoring and evaluation** will be used to evaluate and monitor progress, efficiency and results:

1. Surveys and interviews (twice yearly) to monitor progress and gather feedback from across the community
2. An agreed action plan with milestones to be reviewed annually
3. Regular operational reporting to the Executive Committee
4. Accountability reports to Partners and Funders

External support will be sourced to develop and conduct the surveys and interviews, with the surveys distributed via the Huntly community, Council and business networks.

We will have a two-tiered level approach to our Evaluation Framework (to ensure ongoing review and success):

1. The work of the Society will be executed against a project plan, which will be reviewed every six months.
2. Regular feedback over the next three-year period; interviews, case studies and storytelling.

HUNTLY MUSEUM IN ALIGNMENT WITH WAIKATO DISTRICT COUNCIL HERITAGE STRATEGIES

The following references to significant organisations and strategies demonstrate the alignment between the Huntly Museum, the Waikato District Council, and therefore to the people of Huntly and its surrounds.

1. Sustainable Development Goals

[THE 17 GOALS | Sustainable Development \(un.org\)](#)

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

2. Ministry for Culture & Heritage

[Homepage | Ministry for Culture and Heritage \(mch.govt.nz\)](#)

Manatū Taonga, the Ministry for Culture and Heritage works to enrich the lives of all New Zealanders by promoting a confident and connected culture.

Museums in a Changing World: New Challenges, New Inspirations - 15 May 2012

We live in a changing world – what does that mean for museums, and for museum visitors? With change accepted as a given state of society, public institutions need to move with the change: what can museums provide that is relevant to the process of social change? This week our museums and galleries are asking these questions. All over the world, around 18 May, museums celebrate their role in society. International Museum Day was established by the International Council of Museums (ICOM) 35 years ago.

3. Museums Aotearoa

<https://www.museumsaotearoa.org.nz/>

Vision: Kia tino toitū, tōnui i ngā whare taonga o Aotearoa. Aotearoa New Zealand has thriving and sustainable museums.

4. WDC Growth Strategy:

[Pages 20 – 23: Heritage and CLD info \(Waikato 2070 Strategy\)](#)

<https://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws/strategies>

Deliver well-planned and people-friendly communities

- 1. Develop a quality urban form with high amenity villages and urban environments while being aware of historic heritage, landscapes and the natural environment.
- 2. Support regeneration of our town centres and encourage quality in-fill developments around our future mass transit stations.

- 4. Invest in place-making activities across communities including historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness.

Promote our culture

- 4. Embrace the diversity of the cultures and history within the district through tourism opportunities.

Celebrate our history

- 1. Protect our natural, cultural and built historic heritage.
- 3. Support tourism development and work with tourism agencies and the community to promote the district's history.

Page 46: CLD info

Community-Led Local Development

- When we talk about Community-led local development we refer to identifying a way to involve local partners from all parts of our community, business people, educators, residents of all ages to help with the designing and implementing of local and integrated strategies that help their areas sustainability for the future.

Page 34: Huntly – Ohinewai growth predictions

Current population = 7,000*

Possible future population = 13,500

* Based on Stats NZ 2018 Estimates

5. WDC District wide Blueprint Plan (June 2019)

Page 45 – Heritage info

<https://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws/plans/blueprints>

Themed Regional Recreation Hub - Some specific ideas for the district include the following:

- A museum in an old train station, with a special collection or café and restaurant.
- Ideally the attraction should be located adjacent to a town or village centre and at other visitor attractions.

Page 60 – Heritage info

Refers to a table named: “Proposed initiatives under a Governance theme”

- Support non-Council external entities in their endeavours where their objectives align with the Council's objectives
 - o These entities may be social enterprises or Not-For-Profit organisations working with social, environmental or employment issues...

6. Waikato District Heritage Trail Forum

The Huntly Mining & Cultural Museum Society is a member of the Waikato District Heritage Trail Forum

7. Waikato District Heritage Strategy

<https://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws/strategies>

Waikato's heritage is rich and varied, based on a range of historic themes that tell us about the past and the present. Heritage is valued because it contributes to our sense of belonging to a distinct locality. The community has expressed an interest in safeguarding its natural and cultural heritage and wishes to preserve our heritage for future generations.

In 2012, the Council agreed to develop a heritage strategy as a framework to help guide and support the management of the district's heritage. The heritage strategy will set goals and actions needed to meet the aspirations of the district's communities. It captures a district-wide approach and will help to build upon the history and stories of the Waikato. Most importantly, it seeks your involvement as well as input from all who have an interest in our history and heritage. It is our desire to work with the community to share the district's heritage so that we may all recognise it and preserve it for future generations.

Our vision is to identify, protect, promote and manage the heritage of Waikato so that the people of the district can better acknowledge and appreciate their history today and share it with others in the future.

Heritage is at the heart of community identity. The intangible aspects of heritage such as traditions, memories, knowledge, creative expressions, performance and rituals help sustain the rich and diverse communities of the Waikato district.

Heritage is that which is inherited from past and current generations, cared for in the present and handed on for the benefit of future generations, and includes:

Built heritage - the legacy of man-made buildings, structures and objects and associated intangible attributes.

Natural heritage - the legacy of natural places, objects and intangible attributes encompassing the rural and natural environment, including flora and fauna.

Cultural heritage - made up of two components:

- **the tangible** - artefacts, buildings, gardens, landscapes, historic places, relics of the past, material remains big and small; and
- **intangible** - folklore, language, music, dance, manners, memories, customs, traditions, histories, and notions of identity.

Community feedback has shown Council that you want:

- to identify, protect and promote heritage and culture in the district
- to be actively involved in the processes and develop your communities as destinations to visit
- to build on existing services and create new opportunities to meet heritage goals for the district
- a central database
- a district repository to house resources and artefacts
- the district's heritage and history preserved and promoted to encourage tourism and economic opportunities
- to look for resource opportunities to support heritage protection and your communities
- to make provision in the Long-Term Plan and Annual Plan process to support the districts goals and actions.

RISK REGISTER – HUNTLY MINING & CULTURAL MUSEUM 2021

Event/Area: Financial and funding issue

Description of the risk – what could happen, causes, impact on the organisation's objectives and likelihood	Description of existing controls	Effectiveness of control	Likelihood rating (after taking existing controls into account)	Consequence rating (after taking existing controls into account)	Risk rating	Who is responsible
Reliance on Funders / impact from reduction in funding streams would result in challenges to operate both a collections resource and a museum.	Funds from the sale of previous property will establish the two sites for collection at the Civic Centre and museum at the Railway Station. Being aware and implementing other diversified income streams, especially at the Railway Station. Keeping up to date with funding criteria and opportunities Maintaining relationships and accountability with Waikato District Council and grant funders	Sound fund management	Unlikely	Substantial	Significant	Committee
Viability / liquidity / Governance	Producing realistic budgets Working from a financial and funding policy Good Governance understanding of fiscal responsibility and sound knowledge Maintaining a good executive committee, working as a team	Good Governance	Unlikely	Substantial	Significant	Committee
Poor financial management and/or fraud – that would lead to significant funding loss and credibility	Following the finance policy which ensures controls in place around access to accounts Good financial management and engagement of an accountant. Utilisation of Xero financial package	Limited access to accounts	Rare	Intolerable	Significant	Committee
Insurances not kept up to date	Ensure appropriate levels of insurance and current, e.g., contents, public liability, trustee liability	Appropriate insurance cover	Unlikely	Substantial	Significant	Management

Event/Area: Demand, resourcing and organisation structure

Description of the risk – what could happen, causes, impact on the organisation’s objectives and likelihood	Description of existing controls	Effectiveness of control	Likelihood rating	Consequence rating	Risk rating	Who is responsible
People do not engage with the museum and therefore lack of visitors to either the collections or exhibits.	The layout of the Railway Station museum will be done professionally to attract visitors. Good promotion across multi medias will ensure people know they can do their family research.	Attractive, interesting and accessible museum and collections	Moderate	Moderate	Significant	Committee and management
Ineffective governance as the museum developments requiring more strategy for sustainability could negatively impact on the effectiveness and reputation of the Society.	Awareness of the need for additional committee members focused on governance. Developing a governance model for the future.	Governance and management defined	Moderate	Moderate	Significant	Committee and Management
Loss of current staff and committee members who have existing relationships and knowledge of the community and the sector could negatively impact on the effectiveness and reputation of the Society.	A committee on the same page and the Collections manager keen to share her knowledge. Developing and maintaining an operational handbook. Working with council on existing and potential relationships/partnerships.	Intellectual property spread across manager and committee and easily accessible	Moderate	Moderate	Significant	Committee and Management
Ineffective Staff Management resulting in: <ul style="list-style-type: none"> Staff turnover Excessive workload and poor staff morale / staff burn-out 	Having an effective committee/staff relationship. The Committee understands their responsibilities as an employer. Concise job descriptions and clear performance expectations Annual performance appraisals Good team culture including regular communication between the staff and Committee. Self-management of workloads.	Team members have clarity of expectations and ongoing communication with the manager and Committee	Unlikely	Substantial	Significant	Committee and Management
Limited availability of people with specialised skills for roles in a rural setting/small catchment could result in inability to deliver on outcomes.	An awareness of existing local talent and adapting volunteer and paid roles to match capability. Strong networking in the community sector Ensuring job descriptions are interesting and relevant to prospective candidates	Right people in the right jobs	Unlikely	Substantial	Significant	Management

Archive equipment is of poor quality or unsuitable which could result in damage or lack of resource.	Upkeep of an asset register and regular maintenance of equipment – replaced where necessary. Ongoing equipment purchases in annual budget	Participants utilising appropriate equipment for each activity.	Rare	Substantial	Significant	Management
Poor Contractors and Suppliers <ul style="list-style-type: none"> Failure to perform maintenance contract Poor response time by contractors/suppliers could result in poor standard of venues and reputation damage for all parties	Only use reputable and qualified contractors and suppliers. Have service agreements and accounting processes, e.g., quotes in place	Security in using effective contractors and suppliers.	Rare	Moderate	Medium	Management
Loss of committee members could result in uncertainty in decision making / change of strategic thinking. Lack of Succession planning could result in being unable to continue as a legal entity until replacements are found.	Sound communication between committee members Existing committee members all passionate about the purpose of the society. Succession planning is considered annually at a Committee meeting.	Committee aware of pending retirements or resignations	Unlikely	Minor	Low	Committee

Event/Area: Stakeholders, Partners and Competitors

Description of the risk – what could happen, causes, impact on the organisation’s objectives and likelihood	Description of existing controls	Effectiveness of control	Likelihood rating	Consequence rating	Risk rating	Who is responsible
Risks from failed Partnership arrangements and/or conflict with Waikato District Council could result in the Railway Station museum not getting to the station location, and unable to access the society funds being held at council.	Sound and open communication with WDC representatives. Any collaboration or partner opportunities are considered on a case-by-case scenario. Policy and process in place to address any potential conflict with partners. Being aware of current capacity and future planning for potential growth.	Any issues or conflict will be addressed early before escalating and potentially damaging to the Society. Awareness of current state and future planning based on demand.	Unlikely	Substantial	Significant	Management
People disengaging from the project. Maintaining collaborative practices and not allowing one party/s to dominate decision making.	Able to support local initiatives “remaining local for local people”. Succession planning – procedures Good relationships – open to ideas. Balance between staff, governance and volunteers	Cooperation and collaboration	Unlikely	Substantial	Significant	Committee and management
Community perception and reputation of the society, along with negative comments from media or stakeholders could impact on community engagement, future commitment and ongoing funding.	Policies in place around social media and general communications. Opportunities available for feedback on the Society. The Committee and staff recognise the significance of building and maintaining good relationships with their stakeholders.	Awareness of community perception and always conscious of reputation with all stakeholders. Look for good news to tell their story.	Unlikely	Substantial	Significant	Committee and Management
Other providers (competitors) in the district providing a similar service for the community which could dilute the market.	Hunlty is a small community and the Society is only providing services that have been identified as a need or desire.	Limited risk of this occurring.	Unlikely	Moderate	Medium	Management

Event/Area: Technology and support systems

Description of the risk – what could happen, causes, impact on the organisation’s objectives and likelihood	Description of existing controls	Effectiveness of control	Likelihood rating	Consequence rating	Risk rating	Who is responsible
Cyber security risks could endanger the confidentiality of information that the Society holds.	Ensuring the Society has up-to-date anti-virus and security software. Having a policy for usage of all technological equipment to ensure no inappropriate usage.	Cyber security is a low risk.	Unlikely	Substantial	Significant	Committee and Management
Lack of IT support in a small town so servicing could become challenging and delay the ability to complete work.	Being aware of limited support and prepared to seek out-of-town support where required.	Reduce any downtime to ensure the Society can keep operating.	Unlikely	Moderate	Medium	Management
Lost or stolen technical equipment could result in limited access to records and decrease efficiency with communications to stakeholders.	Awareness of security processes for all technical equipment and ensure adequate insurance cover.	Limited loss of equipment.	Rare	Minor	Low	Management
Technology not sufficient for expanded organisation which would reduce the operational efficiencies of the Society.	Ensuring technology is considered in the annual budget. Use of Techsoup as a low-cost provider for community organisations. Access to Digital Wings for small community organisations to access free refurbished equipment.	Technology is sufficient for the needs of the Society.	Rare	Minor	Low	Management

Event/Area: Political and Legal Requirements

Description of the risk – what could happen, causes, impact on the organisation’s objectives and likelihood	Description of existing controls	Effectiveness of control	Likelihood rating	Consequence rating	Risk rating	Who is responsible
Not complying with Relevant legislation could result in placing both the museum and the organisation at risk. This could range from reputation damage to Society closure.	Committee and management being aware of all relevant legislation and subsequently developing and implementing polices required.	Should not be any surprises and the Society is compliant.	Rare	Moderate	Medium	Committee and Management
Not complying with Health and Safety at Work could result in preventable accidents occurring and placing both participants and staff at risk of harm.	Having risk management plans in place for each activity/event and ensuring all staff and providers adhere to the Trust’s plans, e.g., drivers, carers, self-care.	Providing a safe environment for all participants, staff, and providers.	Rare	Moderate	Medium	Committee and Management
Not maintaining charitable Incorporated Society legal status and accountability requirements, e.g., taxation and registered charity could result in the Trust being struck off the register.	Annual accountability to Companies Office and Charities Services are submitted. Ongoing IRD returns are completed.	The Society maintains its charitable status.	Rare	Minor	Low	Committee and Management

Having identified and prioritised the risks facing our organisation, the Huntly Mining and Cultural Museum Society will undertake to manage them and if required, will further modify to reduce the level of risk.