

Ashburton Museum

Activity Management Plan 2021-31

August 2021

Document control

Revision	Name	Author	Reviewed by	Date
1.0	Maryann Cowan	Acting Museum Director	Neil McCann	July 2020
2.0			Steve Fabish	September 2020
3.0	Emily Reed			June 2021

Contents

1. Introduction.....	1
2. Key Issues for Ashburton Museum	1
3. Activity Description for Ashburton Museum	1
3.1. What we do	1
3.2. Why we do it.....	2
4. Goal for Ashburton Museum	2
5. Levels of Service and Performance Measures for Ashburton Museum	3
5.1. What are we trying to achieve	3
5.2. How will we know if we are achieving it	3
6. Changes Made for Ashburton Museum	4
7. Key Projects for Ashburton Museum	4
8. Management of Activity for Ashburton Museum.....	5
8.1. Programmed actions years 1-3.....	5
8.2. Future directions for years 4 – 10	5
9. Costs for Ashburton Museum	6
10. Key Legislation/Industry Standards and Relationship with Other Planning/Policy Documents for Ashburton Museum.....	6
11. Risk Management for Ashburton Museum.....	10
12. Stakeholders and Consultation for Ashburton Museum	13
13. Improvement Programme for Ashburton Museum.....	13
13.1. Process Overview	13
13.2. Training.....	13
13.3. Improvement Actions	14

1. Introduction

Ashburton Museum aims to be the leading cultural heritage destination for the Ashburton District. The museum has professional staff and a large team of volunteers, who care for and share collections, for the benefit and enjoyment of Ashburton locals and visitors.

2. Key issues for Ashburton Museum

A small team of professional staff are responsible for the care of two large and complex collections:

- A social history collection managed under a Memorandum of Understanding with the Ashburton Museum and Historical Society Inc., includes over 20,000 objects, over 6,000,000 photographic frames, the Whakanui archaeological assemblage, extensive community archives and a reference library, owned by the Society, known and unknown owners of objects on loan to the museum.
- The Ashburton District Council Archive managed under the Public Records Act 2005, includes non-current records, maps, ephemera and archives of Ashburton District, Borough and County Councils, related entities and boards.

Staff also share collections by developing, managing and delivering curated exhibitions, research services, education and public programmes, incoming touring exhibitions, online, retail and front of house visitor services.

Key issues include:

- Reliance on volunteers to deliver frontline customer service for the Ashburton Art Gallery and Heritage Centre building on behalf of Ashburton District Council.
- Limited capacity to appropriately oversee responsibilities and liabilities for large collections with complex ownership and provenance, and limited capacity to provide kaitiakitanga/guardianship for nationally significant taonga collections.
- Limited capacity to further develop and deliver museum programmes and services due to small size of professional team.
- Projected end-of-life use for digital interactives (1-3 years) and main exhibition area design and interpretation (2-4 years).

3. Activity description for Ashburton Museum

3.1. What we do

Ashburton Museum cares for and shares collections related to the Ashburton district and New Zealand, to enable our residents to enjoy social, cultural and heritage experiences that enrich the character and vibrancy of our community and showcase and reflect our unique identity.

3.2. Why we do it

The Local Government Act 2002, s11A (e) defines museums as a core service for which a local authority must have particular regard. It states:

11A Core services to be considered in performing role

In performing its role, a local authority must have particular regard to the contribution that the following core services make to its communities:

(e) libraries, **museums**, reserves, and other recreational facilities and community amenities.

Public Records Act 2005 governs the development and management of Ashburton District Council Archives.

Council is required to manage its archives – that is, records of long-term value which are no longer current – at a minimum in accordance with the Public Records Act 2005. Through the museum, Council cares for and shares these archives, and also collects for social, cultural or historic value.

4. Goal for Ashburton Museum

To enable residents and visitors to enjoy social, cultural and heritage experiences that enrich the character and vibrancy of our community, showcase and reflect our unique identity.

Our principles

These are the guiding principles for how we will function and deliver activities and services to the community.

- Plan and provide fit for purpose services.
- Work with the community and engage in meaningful conversations.
- Lead the community with clear and rational decision-making.
- Represent the district on regional / national issues and partner with others when needed.

Our contribution to community outcomes

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
Ashburton Museum	✓	✓	✓	

5. Levels of service and performance measures for Ashburton Museum

5.1. What are we trying to achieve

- Council provides a modern museum for residents and visitors that aligns with the New Zealand Museums Standards Scheme
- The majority of users are satisfied with the museum

5.2. How will we know if we are achieving it

What we're aiming for: To provide recreation services that are well utilised and meet the needs of the community

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW (2019/20 results)	WHAT WE'RE AIMING FOR			
			2021/22	2022/23	2023/24	2024/25 – 2030/31
We provide a modern museum for residents and visitors to the district	Museum programmes and services are well utilised	20,567	25,000	25,500	26,200	26,500
	Ashburton Museum meets New Zealand Museum standards	75%	75%	75%	75%	75%
The majority of users are satisfied with the Museum	Users are satisfied with Council-provided Museum services and programmes	94%	92%	92%	93%	93%

6. Changes made for Ashburton Museum

Ashburton Museum became a department of Council in October 2014. Combined with the opening of the new facility this heralded a new era for Ashburton Museum. This time has been used to align processes with Council requirements, build audiences, and ensure the museum is well-loved by the community. The ensuing time has been a busy transitional period for all involved, with the AMP highlighting an opportunity to take on a future-proofing focus for the Museum.

7. Key projects for Ashburton Museum

Meeting the New Zealand Museum Standards Scheme

The Standards Scheme enables museums to benchmark performance against accepted standards of museum practice. It provides assurance of quality and accountability, clarity of roles and responsibilities, and a commitment to best museum practice. The scheme is assessed against 66 areas of practice across governance, management and planning; care of collections and taonga; public programmes and exhibitions; customer service; and relationships with communities.

Caring for collections

Managing entities, staff and collections are placed at risk when collections are poorly managed. Known risks include physical displacement, loss, deterioration or theft; health and safety risks; loss of knowledge; legal and stakeholder liabilities; poor allocation or use of resources; inadequate monitoring and use.

Priorities include: need to clear collections backlog and complete full collection catalogue to industry standard, review and formalise legal status/copyright for all items, rehouse taonga, undertake reappraisal and collection rationalisation, establish formal systems for accessions, deaccessions, loans, and reporting to stakeholders, ongoing monitoring and preventive conservation, removal/management of hazardous or illegal substances, establish online collection catalogue to enhance access.

Digital interactives and main exhibition area design and interpretation

The museum industry is developing rapidly with increased use of new digital, design and interactive technologies. While exhibition areas and digital interactives are still new, they are rapidly superseded and soon look outdated to visitors.

It is important that content reflects and appeals to the diversity of residents and newcomers to the district, and reflects histories of women, and the many cultural groups that have contributed to our community, to help showcase and reflect our unique identity.

Projected end-of-life use for digital interactives (1-3 years) and main exhibition area design and interpretation (2-4 years) mean significant time and resource investment will be required to replace and update these technologies.

8. Management of activity for Ashburton Museum

8.1. Programmed actions years 1-3

- Ashburton Museum meets the New Zealand Museums Standards Scheme and works through any suggested areas of improvement.
- Ashburton Museum works to appropriately manage large social history collections and responsibilities to stakeholders (Ashburton Museum and Historical Society, Arowhenua and Ngai Tahu, owners of items on loan to the museum) with the dedicated collections registrar.

8.2. Future directions for years 4 – 10

- Ashburton Museum prepares to renew and refresh exhibition areas, interactives, design and technology to ensure the museum remains up to date and current, reflecting the interests, significant events, features and demographics of the Ashburton District.
- The museum shares Ashburton’s nationally significant collections and stories through outgoing touring exhibitions and content.

8.3. Capital works programme

The following table details the annual budget for new capital works until 2031. New capital work refers to the development of new infrastructure, which increase the levels of service and/or in the capacity of the asset to service an increase in demand.

	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4-10 2024-31 \$000
TOTAL CAPITAL WORKS	41	70	43	59
Assorted	41	70	43	59

8.4. Capital renewals programme

The following table details the annual budget for capital renewals until 2031. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4-10 2024-31 \$000
TOTAL CAPITAL RENEWALS	36	3	10	158
Assorted	6	3	10	27
Interpretative signage	30			106
Exhibition lighting				25

9. Costs for Ashburton Museum

For Recreation Facilities

	Annual Plan 2020/21 \$000	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4 2024/25 \$000	Year 5 2025/26 \$000	Year 6 2026/27 \$000	Year 7 2027/28 \$000	Year 8 2028/29 \$000	Year 9 2029/30 \$000	Year 10 2030/31 \$000
Operating Funding											
Sources of operating funding											
General rate, UAGC*, rates penalties	6,301	5,342	5,739	5,956	6,349	6,690	6,838	7,023	7,180	7,463	7,748
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	60	266	82	84	86	89	91	93	96	98	76
Fees and charges	2,264	2,289	2,483	2,567	2,653	2,743	2,835	2,933	3,037	3,145	3,253
Internal charges and overheads recovered	70	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	117	110	108	110	113	116	119	122	125	129	132
Total sources of operating funding	8,812	8,008	8,412	8,717	9,202	9,637	9,882	10,171	10,438	10,834	11,208
Applications of operating funding											
Payments to staff and suppliers	4,646	5,057	5,210	5,269	5,402	5,489	5,620	5,755	5,896	6,062	6,205
Finance costs	12	4	4	4	4	4	4	3	3	3	3
Internal charges and overheads	3,838	3,656	3,934	4,039	4,164	4,335	4,573	4,692	4,859	5,061	5,242
Other operating funding applications	7	12	11	11	11	12	12	12	13	13	13
Total applications of operating funding	8,502	8,729	9,159	9,322	9,581	9,839	10,208	10,463	10,771	11,140	11,464
Surplus/(deficit) of operating funding	309	(721)	(747)	(605)	(380)	(202)	(326)	(292)	(333)	(305)	(256)

	Annual Plan 2020/21 \$000	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4 2024/25 \$000	Year 5 2025/26 \$000	Year 6 2026/27 \$000	Year 7 2027/28 \$000	Year 8 2028/29 \$000	Year 9 2029/30 \$000	Year 10 2030/31 \$000
Capital Funding											
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	107	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding	107	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)
Application of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	174	374	329	275	243	248	256	241	242	251	245
- to replace existing assets	160	60	215	50	70	237	91	173	73	90	125
Increase/(decrease) in reserves	82	(1,162)	(1,298)	(936)	(700)	(694)	(679)	(714)	(655)	(654)	(633)
Increase/(decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding	416	(728)	(754)	(612)	(387)	(209)	(332)	(299)	(340)	(312)	(263)
Surplus/(deficit) of capital funding	(309)	721	747	605	380	202	326	292	333	305	256
Funding Balance	0	0	0	0	0	0	0	0	0	0	0

10. Key legislation / industry standards and relationship with other planning / policy documents for Ashburton Museum

- Local Government Act 2002, s11A (e)
- Public Records Act 2005
- Protected Objects Act 1975
- Code of Ethics and Professional Practice for Governing Bodies, Managers and Staff of Museums and Art Galleries in Aotearoa New Zealand 2013
- Code of Ethics for the Archives and Records Association of New Zealand 2009
- International Council of Museums Code of Ethics for Museums 2004
- Memorandum of Understanding between Ashburton District Council and Ashburton Museum and Historical Society, 2017
- Memorandum of Understanding between Ashburton District Council and the Hank Murney Family Trust, 2017

11. Risk management for Ashburton Museum

Specific risk identified	Possible effects	Mitigation measures currently in place or planned for development	Likelihood	Consequence	Risk
Meeting industry standards	Reputational risk of poor governance and management, inability to secure collection donations or incoming touring exhibitions. No benchmarking against accepted standards of museum practice, quality assurance, accountability, clarity of roles and responsibilities, or commitment to best museum practice.	Ashburton Museum meets the New Zealand Museums Standards Scheme and works on any areas identified for improvement through the scheme. Skilled staff are employed and industry best practices are followed.	3	4	High
Care of collections	Physical displacement, loss, deterioration or theft; health and safety risks; poor allocation or use of resources; inadequate monitoring and use. Impacted by an external social history collection policy (under MOU) and no collection policy for Council Archive.	Rehouse taonga, undertake reappraisal and collection rationalisation, establish formal systems for accessions, deaccessions, loans and reporting to stakeholders, ongoing monitoring and preventive conservation, removal/management of hazardous or illegal substances.	3	4	High
Legal and ownership challenges	Poor documentation, uncertain provenance or unclear transfer of title of past or current donations of movable cultural heritage.	Clear collections backlog and complete full collection catalogue to industry standard, review and formalise legal status/copyright for all items.	3	4	High
Loss of knowledge	Knowledge resides with key individuals, regarding local history, collections, significant events, objects, procedural information, research or sources.	Implement good succession planning. Ensure good procedures for sharing and documenting history, collections and objects. Mitigate loss of critical collection information through catalogue, online, published and unpublished sources. Target exhibitions and participatory practices to help collect community histories, support and document research enquiries, facilitate events where knowledge is shared and recorded.	4	4	High
Sharing collections	Reputational risk, the museum appears	Enhance knowledge and documentation of	3	3	Medium

	separate from its community or hard to access, doesn't reflect character and vibrancy of our community, showcase or reflect our unique identity.	collections, identify collection strengths, gaps (eg: representation of women, cultural groups, newcomers), rationalise collection to ensure space and focus for proactive collection development, establish online collection catalogue to enhance access. Share Ashburton's nationally significant collections and stories through outgoing touring exhibitions and content.			
Enhancing reach and programmes	Agility is needed to reflect changing interests, significant events, features and demographics of the Ashburton District.	Build capacity to further develop and deliver modern museum programmes and services. Prepare to renew and refresh exhibition areas, interactives, design and technology to ensure the museum remains up to date and current.	3	3	Medium
Staffing	A small team and reliance on volunteers limits ability to grow programmes and carries challenges unique to this Council activity.	Manage work programmes effectively so that staff do not 'burn out' with increased programmes or new demands. Prepare for lower levels of volunteer engagement as older volunteers retire, and develop new models for volunteer staffing as potentially younger volunteer cohort looks to build skill through short term placements. Maintain high levels of training and oversight due to fractured staffing (approx. 35 volunteers provide the equal of 1.5 FTE). Manage demands on paid staff responsible for recruitment, capacity building and human resource management of a team equal in number to 15% of all Council employees. Ensure high level of public satisfaction and interface, to ensure consistent front line customer service using unpaid non-specialist team members	4	3	Medium
Natural disaster (flood, earthquake, pandemic), crime or fire	Damage or loss of facilities, collections and personnel	Ensure collections are protected from effects as much as possible, prepare collections disaster management kits, identify key people and suppliers who could aid or help mitigate risk during or after an event, develop staff and volunteer training programme. Maintain and regularly review security measures, ensure good	3	4	Medium

		protocols for access and monitoring collections. Work with Property Team to manage risk. Maintain Memorandum of Understanding for uninsured collections, and document insurance for incoming loans.			
--	--	---	--	--	--

KEY

Likelihood

- 1 – Rare – within 50 years
- 2 – Unlikely – within 20 years
- 3 – Possible – within 10 years
- 4 – Likely – within 5 years
- 5 - Almost certain – within 1 year

Consequences

- 1 - Less than minor
- 2 - Minor
- 3 - Moderate
- 4 - Major
- 5 - Extreme

12. Stakeholders and consultation for Ashburton Museum

- Ashburton Museum and Historical Society Inc.
- Hank Murney Family Trust
- Arowhenua and Ngai Tahu
- Known and unknown owners of objects on loan to the museum
- Local schools
- Local community

13. Improvement programme for Ashburton Museum

13.1. Process overview

Looking ahead, the museum is now ready to take on a future-proofing focus by:

- Continuing to meet the New Zealand Museums Standards Scheme benchmarking
- Reviewing and improving collections protocols and practices
- Preparing to meet the demands of sharing collections through up to date exhibition areas, interactives, design and technology
- Preparing to share Ashburton's nationally significant collections and stories through outgoing touring exhibitions and content.

The museum will build on and strengthen new and established stakeholder relationships, and deliver a variety of programmes and services by caring for and sharing collections across curated exhibitions, research services, education and public programmes, incoming touring exhibitions, and online, retail and front of house visitor services.

This will ensure residents and visitors have excellent opportunities to enjoy social, cultural and heritage experiences that enrich the character and vibrancy of our community, showcase and reflect our unique identity.

13.2. Training

Museum staff are actively involved in professional development and training opportunities across all aspects of museum operations. It is expected that key issues such as volunteer staffing, natural disaster, crime or fire will be ongoing. These will be addressed through targeted training and a culture of continuous improvement.

Priority needs for staff and volunteers include:

- Preventive conservation and collections disaster management training and preparedness
- Opportunities to engage with education colleagues at other museums
- Opportunities to network and learn about best practice in all areas of museum operations

13.3. Improvement actions

The next phase for the museum is to parallel externally focussed growth with improved collections management. This will mitigate risk to Council in managing large and complex collections, often with uncertain provenance, ownership, loan status and multiple stakeholders.

While the museum will need to continue to be agile in how it enhances reach and programmes when sharing collections, the fundamental care and knowledge of collections will unpin this ability.

To achieve this, Council will ensure that:

- the museum is working to continue achieving industry standards, by meeting the requirements of the New Zealand Museums Standards Scheme
- collections are managed in way that will prevent potential legal and ownership challenges or loss of knowledge about our local history
- the museum is resourced with a collections registrar so that both the caring and sharing of these nationally significant collections can be fully realised
- the museum prepares to renew and refresh exhibition areas, interactives, design and technology with content that reflects and appeals to the diversity of residents and newcomers to the district, histories of women, and cultural groups that have contributed to our community, to help showcase and reflect our unique identity
- the museum shares Ashburton's nationally significant collections and stories through outgoing touring exhibitions and content.
- A refresh of volunteer numbers, skills, training and support are undertaken to ensure that people who wish to volunteer find their time and work of value.