



Roll Out of a Sport & Leisure Cooperative Model Across South Wairarapa

Progress report to the South Wairarapa District Council

May 2016

Purpose

This report provides Council with an update on progress toward extending a 'Sport & Leisure' cooperative model (similar to the existing Greytown Sport & Leisure Society) across the whole of the South Wairarapa District.

Background

Council agreed to provide support for investigating the project in 2015. The Greytown Sport & Leisure Society Board has agreed to lead this investigation work.

Council funding for the investigation phase of the project has been agreed to on the basis of several funding milestones being met. These are attached as Attachment 1. This report outlines progress against those milestones.

Council has also indicated it may be prepared to contribute to the ongoing operational costs of an extended cooperative model- subject to the provision of an agreed business plan.

The Society has also agreed to share its experience and all of its policies and procedures by way of contribution to the development of the business plan.

Community & Club Support for the Project- Milestone 1

Meetings have been held with the Community Boards in Martinborough and Featherston to outline the project. A presentation has also been made to Club leaders and Community Board representatives in Greytown.

Numerous 'one on one' meetings to outline the project have also been held with:

- Club leaders in Martinborough and Featherston
- Schools Principals
- Local potential Trust Funders
- Regional Grant funding organisations
- Sport Wellington/Wairarapa

Overall, there is a lot of enthusiasm for the project amongst community and sporting leaders.

Two specific meetings have been scheduled with club representatives from Martinborough and Featherston. The presentation that was used for the meeting with



clubs in Featherston is attached (Attachment 4). A very similar presentation was used for the Martinborough meeting.

Greytown Sport & Leisure is very confident of meeting the target of securing formalised support by way of a signed Memorandum of Understanding from at least six clubs in Martinborough and six clubs in Featherston.

We are now waiting for evidence of an agreement to support the project development from each of the clubs listed at Attachment 3 (copies of club committee meeting minutes). We will then ask each club to sign an MoU type document confirming their support for the project.

This will complete Milestone 1 of the project.

Governance and Organisational Design- Milestone 2

Work is underway on a document setting out the likely shape of an agreed structure for a new sports and leisure entity including:

- role and function
- governance and management design;
- reporting and accountability arrangements;
- functional relationships;
- draft policies; and
- funding and sponsorship arrangements.

Focus on 2016/17

Discussions with clubs in the three townships so far has focused on getting Martinborough Sport and Featherston Sport offices up and running as soon as possible.

There seems to be general agreement that this could happen as soon as Financial Year 2016/17.

In order for this to happen, initially the officers in Featherston and Martinborough would be formally engaged through the existing Greytown Sport & Leisure entity.

However, while their formal employment contract/payroll and employee accountability etc would be to Greytown Sport & Leisure in the start-up phase, the officers would be directly responsible to a local area committee led by, and comprised of, clubs from their own township.

Discussions so far have proceeded on the basis that this transitional/pilot type structure might operate for the first 1-2 years of the expansion project. After which point, a new South Wairarapa Sport & Leisure entity would be established.

While the legal entity operating across the three centres (Greytown, Martinborough and Featherston) would be a consolidated South Wairarapa Sports & Leisure Society. It will be important that the 'Shop Front' in each town is staffed by and

reflects the culture of each town. The officers in each town would also work toward a strategic plan supporting a local area committee of clubs specific to their town.

Governance Policies/Job Descriptions

Work is underway on developing draft policies and job descriptions- Attachment 3 provides an indication of what a job description might look like for the officer that is eventually employed for the Martinborough Sports Office.

Business Plan and Funding Model- Milestone 3

A plan showing how the operation will be funded in detail and including budgets for the first three years of operation is currently being drafted.

Initial discussions have been held with potential grant funders and sponsors including:

- The Matthews Family Trust
- Trust House
- Eastern & Central
- ANZ
- Osborne's Accounting
- Placemakers

Initial discussions and meetings have been very positive and specific grant applications will be lodged over the next few months.

Implementation Plan- Milestone 4

Once a funding has been confirmed work will begin in earnest to set out a timetable to have offices set up and staff recruited for the 2016/17 year.

Greytown Sport & Leisure would like to have staff in place to help support the summer 2016/17 sports season.

Recommendations

It is recommended that Council:

- a) **Note** progress on the expansion of a Sport & Leisure model across the whole of the South Wairarapa District;
- b) **Note** that numerous meetings have been held with community and sporting leaders;
- c) **Note** that there is strong support for the project from clubs and schools;
- d) **Note** that work is proceeding in line with the following Milestones:
 - Memorandum of Understanding
 - Business Plan
 - Funding Plan
 - Implementation Plan

Paora Ammunson

Executive Officer

Greytown Sport & Leisure Society

Attachment 1- Schedule of Funding Milestones

1. **Date of Agreement and Date of Schedule:** 11 January 2016

2. **Parties:**

South Wairarapa District Council

Greytown Community Sport and Leisure Society Inc.

3. **The Initiative:**

The aim of this investment is to develop the business case for, and secure sporting community support for, the establishment a sport and leisure administrative support structure operating throughout the South Wairarapa District. The structure will be based on and deliver similar services to the existing Greytown Sport and Leisure Society. It will also have a physical presence in Martinborough and Featherston.

This initiative aims to:

1. Develop an establishment plan for the new structure;
2. Establish an entity to support the sustainability of sports clubs, schools and organisations across the district;
3. Increase opportunities and an increased number of children in particular, participating in sporting activities; and
4. Create new and/or strengthen existing community sport and recreation partnerships.

4. **Resources:**

SWDC Funding Contribution: \$20,000

Payment details:

Payment Date	Amount	Conditions
On signing	\$5,000 +GST	Agreement signed by both parties and GST invoice received
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20 April 2016	\$5,000+GST	Report 2 received as per schedule; reporting requirements met; GST invoice received
20 June 2016	\$5,000+GST	Report 3 received as per schedule; reporting requirements met; GST invoice received

5. Term of the Agreement:

Commencement date: 1 January 2016

Expiry date: 30 June 2016

6. The outcomes sought:

1. Agreement by sports clubs and schools in Featherston, Martinborough and Greytown to the roll out of a sports and leisure structure across South Wairarapa
2. A business plan setting out the structure, role and operations, funding arrangements and draft policies for an expanded sport and leisure model covering Featherston, Martinborough and Greytown
3. A funding Plan- A breakdown of funding arrangements and sources for the roll out and operation
4. A critical path and project plan setting out how the new structure will be implemented in 2016/17

7. Milestones:

Milestone 1 – Memorandum of Understanding	
Definition	An MoU signed by clubs in Featherston and Martinborough confirming their agreement to proceed with the establishment of a sport and leisure entity in each town
Explanation of requirements	Formal agreement from at least 6 clubs in each of Featherston and Martinborough.
Notes	•

Milestone 2 –Business Plan	
Definition	A document setting out the shape of an agreed structure for a new sports and leisure entity including: <ul style="list-style-type: none"> • role and function • governance and management design; • reporting and accountability arrangements; • functional relationships; • draft policies; and • funding and sponsorship arrangements.
Explanation of the information requirements	The business plan will be based on: <ul style="list-style-type: none"> • analysis of the Greytown Sport & Leisure model and how it could be expanded into Featherston and Martinborough; • consultation to clarify the expectations of sporting stakeholders in the three towns; and

	<ul style="list-style-type: none"> • Research into 'sports hub' design • Consultation with likely funders and sponsors
Notes	<ul style="list-style-type: none"> •

Milestone 3 - Funding Plan	
Definition	A plan showing how the operation will be funded in detail and including budgets for the first three years of operation
Explanation of information requirements	<ul style="list-style-type: none"> • Break down of information of likely income sources including ongoing SWDC funding, KiwiSport Regional Partnership Fund grants, government agency funding (e.g. Sport NZ, MSD, TPK), participant fees including subscriptions costs for members of the entity, gaming and trust grants, sponsorship, national/regional sports organisation contributions and any other funding revenue. In-kind revenue and expenditure • Break information down by costs including administration costs, personnel costs, resources and equipment, programme delivery and any other expenditure.
Notes	

Milestone 4-Implementation Plan	
Definition	A critical path and establishment plan setting out how the new structure will be implemented in 2016/17
Explanation of requirements	<p>The establishment plan will set out:</p> <ul style="list-style-type: none"> • Procedures for recruiting staff; • Administrative support implementation (e.g. setting up new offices, development of strategies and plans for year 1-3); and • Establishment resources required.
Notes	

Attachment 2- Martinborough and Featherston Sports Clubs
Early Indications of Support for the Project

Featherston Clubs & Schools

Support Indicated

Athletics

Football (Junior)

Football (Senior)

Gymnastics

Netball

Tennis

Bowls

Golf

Rugby

Swimming

Wrestling

Featherston School

Likely Support

Muay Thai

Pony Club

St Theresa's

Sth Featherston School

Martinborough Based Clubs/Schools

Support Indicated

Tennis

Squash

South Wairarapa Netball- Junior & Senior

Small Bore Rifle

Hockey

Cricket

Football

Kahutara School

Waka Ama

Likely Support

Martinborough School

Rugby

Bowls

Community Gym

Attachment 3- Draft Job Description Martinborough Officer

POSITION DESCRIPTION

Job Title:	Martinborough Clubs Executive Officer
Organisation:	Greytown Community Sport & Leisure Society Inc ('GCSLS'), Martinborough Sports & Leisure Area Committee (Martinborough Area Committee)
Responsible to:	the Martinborough Area Committee (MAC)
Reports to:	Executive Officer- Greytown Sport & Leisure Society
Supervises:	Sole Charge Position
Location:	Martinborough

POSITION SUMMARY

The primary function of this role is to encourage, develop and manage relationships with member clubs, community groups, local government, funding agencies and other stakeholders that will result in an increase in the quality and opportunity for participation in sport and leisure activities for the Martinborough community.

The position involves building and maintaining relationships with the following stakeholders.

1. Principal Stakeholders

Committees of Member Organisations (the 'Martinborough Clubs')

2. Other Stakeholders

Sport Wellington

Greytown Community Board

Funding Organisations

Kuranui College

South Wairarapa District Council

Martinborough Primary School

KEY ACCOUNTABILITIES

1. To provide professional advice to clubs to assist with the development of sport and leisure activities in Martinborough.
2. To develop and support the sustainability of clubs.
3. To provide support to club volunteers
4. To contribute to the continuous improvement of clubs
5. To represent the Martinborough Sport & Leisure Area Committee (MAC) and clubs to external organisations on relevant issues.
6. To prepare funding applications on behalf of MAC and clubs.
7. To actively promote MAC and clubs through appropriate media channels.
8. To report on activities to the MAC monthly
9. To attend club AGMs and other committee meetings as required.

10. To build relationships with important stakeholders (see above).
11. To undertake any other duties that may be allocated from time to time by the MAC.

KEY RESULT AREAS

The position of Martinborough Executive Officer encompasses the following functions and Key Result Areas:

- Assist in managing MAC and clubs in a manner that is consistent with the strategic objectives
- Coordinate the marketing and promotional activities for MAC
- Prepare, in conjunction with the Committee, annual strategic/action plans and budgets for MAC and provide assistance to enable clubs to do the same
- Manage and create opportunities for the development of sport and leisure activities within Martinborough through partnerships with sport & leisure clubs, other voluntary organisations, statutory agencies, Sport Wellington and the Schools.
- Provide guidance and assistance to volunteers to enable them to become valued members of sport and leisure clubs in Martinborough
- Prepare and report on monthly accounts for MAC.

The requirements in the above Key Result Areas are detailed below:

Organisational Strength & Sustainability	
Strategic Objective – to develop strengths and opportunities within MAC establishing it as an inspired, strongly governed, efficient and professionally managed organisation	
Jobholder is accountable for	Jobholder is successful when
<p>Governance</p> <ul style="list-style-type: none"> • Actively researching, evaluating and contributing to new and established strategies that will enhance the delivery of sport and recreation activities • Developing, maintaining and communicating current activities and policies • Contributing to setting relevant goals and directions in order to achieve the strategy and annual commitments 	<ul style="list-style-type: none"> • A strategic direction for sport and leisure activities is developed • An Action Plan is developed to implement the strategies contained in the Strategic Plan • All Board members have a Board Manual that is maintained and up to date • An annual Board Work Plan is prepared • A monthly progress report is prepared outlining progress against goals in the

<ul style="list-style-type: none"> • Contributing to the development of a strategic plan dealing with the future recreation and sport needs of the Greytown community. <p>Financial Sustainability</p> <ul style="list-style-type: none"> • Preparing an annual budget for approval by the MAC and GCSLS Board • Submitting funding applications to gaming & community trusts • Organising an annual fundraising event • Invoicing member clubs for subscriptions <p>Operational Efficiency</p> <ul style="list-style-type: none"> • Strengthening the quality and efficiency of operations and implementing desirable improvements 	<p>Action Plan</p> <ul style="list-style-type: none"> • A draft plan is produced assessing the future sport & recreational needs of the Greytown community • A budget is approved by the Board • All subscriptions are paid by 30 June • The effectiveness and efficiency of operations and business practices are continually assessed and improved
<p>Member Capability Strategic Objective – to assist member clubs' capability to build sustainable and well managed organisations and deliver quality sporting and recreational activities to the community</p>	
<p>Jobholder is accountable for</p>	<p>Jobholder is successful when</p>
<ul style="list-style-type: none"> • Attending Sport Wellington workshops and encouraging club volunteers to attend • Providing clubs with resource material • Organising a 'Volunteer of the Month' award • Developing volunteer knowledge and skills by assisting in the preparation of club strategic plans, action plans and budgets • Reviewing activities to ensure constant improvements in the provision of support services to clubs • Preparing monthly/quarterly financial statements for those clubs requiring this service 	<ul style="list-style-type: none"> • Workshops are attended and information passed on to clubs • Every club has the Operations Manual, Club Officers Handbook and other material such as Welcome Booklets • Up to nine volunteers are recognised each year • All clubs have plans & budgets in place • Improvements to the range of support services are identified and implemented • Clubs are aware of their financial performance and position

<ul style="list-style-type: none"> • Supporting clubs by attending AGM's and other club meetings as required • Assisting clubs with the preparation of grant applications • Following up and ensuring clubs file their annual financial statements on time • Maintaining a liaison with Kuranui College Sports Coordinator 	<ul style="list-style-type: none"> • All club AGM's are attended • Clubs receive grants • A bulk funding grant is received
<p>Communication Strategic Objective – to provide strategic communication to address the issues facing our members and community and to support the goals of our members</p>	
<p style="text-align: center;">Jobholder is accountable for</p>	<p style="text-align: center;">Jobholder is successful when</p>
<ul style="list-style-type: none"> • Preparing an annual Communication Plan • Maintaining the MAC website • Submitting a monthly column to the Martinborough Cryer • Maintaining the notice board and signage • Submitting at least two articles to the media each year • Updating the club brochure • Reporting to GCSLS and clubs • Preparing submissions relating to sport & leisure activities to Council's annual & long term plans • Sending at least three newsletters to clubs • Maintaining a list of sundry leisure groups 	<ul style="list-style-type: none"> • The Plan is implemented • The website is always up to date • A column is submitted every month except January • The notice board is update continually with news, photos, articles • Articles are published • The brochure is updated quarterly • At least three newsletters are sent • The list is amended as and when changes occur

PERSON SPECIFICATION

1. Experience	1.1 1.2 1.3 1.4 1.5 1.6	Experience of working in a general management or administrative environment preferably within the sports sector Experience in mentoring, monitoring, evaluation and report writing Experience preparing computerised financial statements (Profit & Loss Account and Balance Sheet) Experience at event management or activity planning Experience in strategic planning Experience of marketing and promotional activities
2. Knowledge	2.1 2.2 2.3 2.4 2.5 2.6 2.7 2.8	Good knowledge and understanding of the sports industry in general and community sport Good knowledge of how sport & leisure organisations operate and how they are funded Knowledge of how to prepare funding applications Knowledge of how to prepare financial accounts using Xero Good knowledge of the strategic planning process Knowledge of social media tools Knowledge of good governance processes for a non-profit body Knowledge of the incorporation process
3. Attributes	3.1 3.2 3.3 3.4 3.5 3.6 3.7 3.8 3.9 3.10	Ability to prioritise work and meet deadlines Ability to achieve results using strong communication and interpersonal skills Ability to work at week-ends or evenings where necessary as part of a flexible working arrangement Ability to manage resources and budgets Ability to deal with a multiplicity of tasks concurrently Ability to think strategically Ability to manage time and to be organised Ability to work unsupervised, to be self-motivated and to demonstrate a high level of initiative Ability to solve problems Ability to research (internet), write reports, prepare strategic plans

	3.11	Ability to teach others
4. Education Qualifications Skills	4.1	Sport Management qualification or an appropriate level of experience in a management role
	4.2	Accounting qualification or appropriate experience
	4.3	Skilled in the use of Microsoft Office Word, Excel. Outlook & PowerPoint
	4.4	Skilled in the use of Xero
	4.5	Current Driving Licence

THE MARTINBOROUGH SPORTS & LEISURE ADVISORY COMMITTEE (MAC)

The Martinborough Sports & Leisure Advisory Committee (MAC) is a coordinating committee working for the sports and leisure sector clubs of the Martinborough District.

Objects

The objects of the Committee are:

1. To develop a strategic plan for the growth of sports & leisure activities in Martinborough that achieves the following:
 - a) To promote, foster and develop amateur sports and leisure activities for Martinborough clubs including hosting such activities and co-ordinating the use of facilities for such activities in the Martinborough area.
 - b) To provide a structured system of administration, governance and support as determined by the Committee to enhance the effectiveness of clubs within the Martinborough area who satisfy the criteria for eligibility to be set down by the Committee.
 - c) To facilitate communication and the sharing of resources between Clubs.
 - d) To help Clubs provide participation in amateur sports and leisure activities for their respective members.
 - e) To establish policies to co-ordinate the effective use of facilities by Clubs.
 - f) To assist in the settlement of disputes between Clubs.
2. To oversee the implementation of the relevant sections of a district wide strategic plan for Sport & Leisure activity
3. To work with the Greytown Sport & Leisure Society to establish a Martinborough Sport & Leisure Office

Clubs

1. The committee shall support Martinborough clubs who support the objects of the committee.
2. These clubs are subject to such conditions as determined by the Committee. In regard to an individual club, the Committee will require such evidence, as it specifies, regarding certification of the individual club as the validly appointed representative of the amateur sport and/or leisure club, group, school and organisation which is unincorporated. The Committee may require evidence that the process of appointment of such representative is the result of a proper process.

The Committee Members

The Committee shall consist of seven Members being:

1. three Representative Members from Clubs and one representative from Schools, and
2. three Independent Members appointed by a Selection Panel

Appointment of Committee Members

1. Representative Committee Members shall be selected by majority vote of clubs at an advertised annual meeting of Martinborough Clubs. All clubs are entitled to vote on the election of the Schools' Representative Board Member.
2. Independent Board Members shall be appointed by a Selection Panel

Selection Panel for Independent Board Members

1. A Selection Panel shall be comprised of one representative from each of the following entities: Sport Wairarapa (a division of Sport Wellington), the South Wairarapa District Council and the Committee. In the event that any of the named entities ceases to operate then its place shall be taken by such other entity as determined by the remaining entities.
2. The Selection Panel shall determine its own procedure and shall meet as appropriate to appoint three Independent Board Members to the Board.
3. The Selection Panel shall consider any nominations for Independent Board Members sent to the Executive Officer of the Greytown Sport & Leisure Society

Term of Office

Three years

Vacancies on the Committee

Duties of a Committee Member

The Committee's primary duty is to further the purposes of the Clubs of Martinborough and in so doing the Committee Members shall:

- a. attend meetings of the Committee;
- b. formulate policy and strategies;
- b. provide good governance;
- c. monitor and review the performance;
- d. review his or her or its performance;
- e. receive such reports from the Martinborough Executive Officer as required by the Board;
- g. assist with the public profile, promotion and fundraising of the Society;
- f. do such things as the Board agrees to promote the Objects of the Society;

Committee Procedures

1. The Committee shall elect by a majority vote a Chairperson and a deputy Chairperson of the Committee.
2. Unless otherwise determined by it the Committee shall meet at least six times a year.

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Paora Ammunson

Executive Officer

Greytown Sport & Leisure Society

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Explanation of requirements	Formal agreement from at least 6 clubs in each of Featherston and Martinborough.
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Definition	A plan showing how the operation will be funded in detail and including budgets for the first three years of operation
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Milestone 4-Implementation Plan	
Definition	A critical path and establishment plan setting out how the new structure will be implemented in 2016/17
Explanation of requirements	<p>The establishment plan will set out:</p> <ul style="list-style-type: none"> • Procedures for recruiting staff; • Administrative support implementation (e.g. setting up new offices, development of strategies and plans for year 1-3); and • Establishment resources required.
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Bowls

Community Gym

Attachment 3- Draft Job Description Martinborough Officer

POSITION DESCRIPTION

Job Title: Martinborough Clubs Executive Officer
 Organisation: Greytown Community Sport & Leisure Society Inc ('GCSLS'),
 Martinborough Sports & Leisure Area Committee (Martinborough Area
 Committee)
 Responsible to: the Martinborough Area Committee (MAC)
 Reports to: Executive Officer- Greytown Sport & Leisure Society
 Supervises: Sole Charge Position
 Location: Martinborough

POSITION SUMMARY

The primary function of this role is to encourage, develop and manage relationships with member clubs, community groups, local government, funding agencies and other stakeholders that will result in an increase in the quality and opportunity for participation in sport and leisure activities for the Martinborough community.

The position involves building and maintaining relationships with the following stakeholders.

1. Principal Stakeholders

Committees of Member Organisations (the 'Martinborough Clubs')

2. Other Stakeholders

Sport Wellington

Greytown Community Board

Funding Organisations

Kuranui College

South Wairarapa District Council

Martinborough Primary School

KEY ACCOUNTABILITIES

1. To provide professional advice to clubs to assist with the development of sport and leisure activities in Martinborough.
2. To develop and support the sustainability of clubs.
3. To provide support to club volunteers
4. To contribute to the continuous improvement of clubs
5. To represent the Martinborough Sport & Leisure Area Committee (MAC) and clubs to external organisations on relevant issues.
6. To prepare funding applications on behalf of MAC and clubs.
7. To actively promote MAC and clubs through appropriate media channels.
8. To report on activities to the MAC monthly
9. To attend club AGMs and other committee meetings as required.

10. To build relationships with important stakeholders (see above).
11. To undertake any other duties that may be allocated from time to time by the MAC.

KEY RESULT AREAS

The position of Martinborough Executive Officer encompasses the following functions and Key Result Areas:

- Assist in managing MAC and clubs in a manner that is consistent with the strategic objectives
- Coordinate the marketing and promotional activities for MAC
- Prepare, in conjunction with the Committee, annual strategic/action plans and budgets for MAC and provide assistance to enable clubs to do the same
- Manage and create opportunities for the development of sport and leisure activities within Martinborough through partnerships with sport & leisure clubs, other voluntary organisations, statutory agencies, Sport Wellington and the Schools.
- Provide guidance and assistance to volunteers to enable them to become valued members of sport and leisure clubs in Martinborough
- Prepare and report on monthly accounts for MAC.

The requirements in the above Key Result Areas are detailed below:

Organisational Strength & Sustainability	
Strategic Objective – to develop strengths and opportunities within MAC establishing it as an inspired, strongly governed, efficient and professionally managed organisation	
Jobholder is accountable for	Jobholder is successful when
<p>Governance</p> <ul style="list-style-type: none"> • Actively researching, evaluating and contributing to new and established strategies that will enhance the delivery of sport and recreation activities • Developing, maintaining and communicating current activities and policies • Contributing to setting relevant goals and directions in order to achieve the strategy and annual commitments 	<ul style="list-style-type: none"> • A strategic direction for sport and leisure activities is developed • An Action Plan is developed to implement the strategies contained in the Strategic Plan • All Board members have a Board Manual that is maintained and up to date • An annual Board Work Plan is prepared • A monthly progress report is prepared outlining progress against goals in the

<ul style="list-style-type: none"> • Contributing to the development of a strategic plan dealing with the future recreation and sport needs of the Greytown community. <p>Financial Sustainability</p> <ul style="list-style-type: none"> • Preparing an annual budget for approval by the MAC and GCSLS Board • Submitting funding applications to gaming & community trusts • Organising an annual fundraising event • Invoicing member clubs for subscriptions <p>Operational Efficiency</p> <ul style="list-style-type: none"> • Strengthening the quality and efficiency of operations and implementing desirable improvements 	<p>Action Plan</p> <ul style="list-style-type: none"> • A draft plan is produced assessing the future sport & recreational needs of the Greytown community • A budget is approved by the Board • All subscriptions are paid by 30 June • The effectiveness and efficiency of operations and business practices are continually assessed and improved
<p>Member Capability Strategic Objective – to assist member clubs’ capability to build sustainable and well managed organisations and deliver quality sporting and recreational activities to the community</p>	
<p>Jobholder is accountable for</p>	<p>Jobholder is successful when</p>
<ul style="list-style-type: none"> • Attending Sport Wellington workshops and encouraging club volunteers to attend • Providing clubs with resource material • Organising a ‘Volunteer of the Month’ award • Developing volunteer knowledge and skills by assisting in the preparation of club strategic plans, action plans and budgets • Reviewing activities to ensure constant improvements in the provision of support services to clubs • Preparing monthly/quarterly financial statements for those clubs requiring this service 	<ul style="list-style-type: none"> • Workshops are attended and information passed on to clubs • Every club has the Operations Manual, Club Officers Handbook and other material such as Welcome Booklets • Up to nine volunteers are recognised each year • All clubs have plans & budgets in place • Improvements to the range of support services are identified and implemented • Clubs are aware of their financial performance and position

<ul style="list-style-type: none"> • Supporting clubs by attending AGM's and other club meetings as required • Assisting clubs with the preparation of grant applications • Following up and ensuring clubs file their annual financial statements on time • Maintaining a liaison with Kuranui College Sports Coordinator 	<ul style="list-style-type: none"> • All club AGM's are attended • Clubs receive grants • A bulk funding grant is received
<p>Communication Strategic Objective – to provide strategic communication to address the issues facing our members and community and to support the goals of our members</p>	
<p style="text-align: center;">Jobholder is accountable for</p>	<p style="text-align: center;">Jobholder is successful when</p>
<ul style="list-style-type: none"> • Preparing an annual Communication Plan • Maintaining the MAC website • Submitting a monthly column to the Martinborough Cryer • Maintaining the notice board and signage • Submitting at least two articles to the media each year • Updating the club brochure • Reporting to GCSLS and clubs • Preparing submissions relating to sport & leisure activities to Council's annual & long term plans • Sending at least three newsletters to clubs • Maintaining a list of sundry leisure groups 	<ul style="list-style-type: none"> • The Plan is implemented • The website is always up to date • A column is submitted every month except January • The notice board is update continually with news, photos, articles • Articles are published • The brochure is updated quarterly • At least three newsletters are sent • The list is amended as and when changes occur

PERSON SPECIFICATION

1. Experience	1.1 1.2 1.3 1.4 1.5 1.6	Experience of working in a general management or administrative environment preferably within the sports sector Experience in mentoring, monitoring, evaluation and report writing Experience preparing computerised financial statements (Profit & Loss Account and Balance Sheet) Experience at event management or activity planning Experience in strategic planning Experience of marketing and promotional activities
2. Knowledge	2.1 2.2 2.3 2.4 2.5 2.6 2.7 2.8	Good knowledge and understanding of the sports industry in general and community sport Good knowledge of how sport & leisure organisations operate and how they are funded Knowledge of how to prepare funding applications Knowledge of how to prepare financial accounts using Xero Good knowledge of the strategic planning process Knowledge of social media tools Knowledge of good governance processes for a non-profit body Knowledge of the incorporation process
3. Attributes	3.1 3.2 3.3 3.4 3.5 3.6 3.7 3.8 3.9 3.10	Ability to prioritise work and meet deadlines Ability to achieve results using strong communication and interpersonal skills Ability to work at week-ends or evenings where necessary as part of a flexible working arrangement Ability to manage resources and budgets Ability to deal with a multiplicity of tasks concurrently Ability to think strategically Ability to manage time and to be organised Ability to work unsupervised, to be self-motivated and to demonstrate a high level of initiative Ability to solve problems Ability to research (internet), write reports, prepare strategic plans

	3.11	Ability to teach others
4. Education Qualifications Skills	4.1	Sport Management qualification or an appropriate level of experience in a management role
	4.2	Accounting qualification or appropriate experience
	4.3	Skilled in the use of Microsoft Office Word, Excel. Outlook & PowerPoint
	4.4	Skilled in the use of Xero
	4.5	Current Driving Licence

WARNING!

The next 15 minutes of your life will be a lot easier all round, if every time you see the colours Red, Yellow and Black you paint them out of your mind- and replace them with Blue and Black!



GREYTOWN

Sport and Leisure Society

16 CLUBS



1,200 ACTIVE MEMBERS ⁹⁰



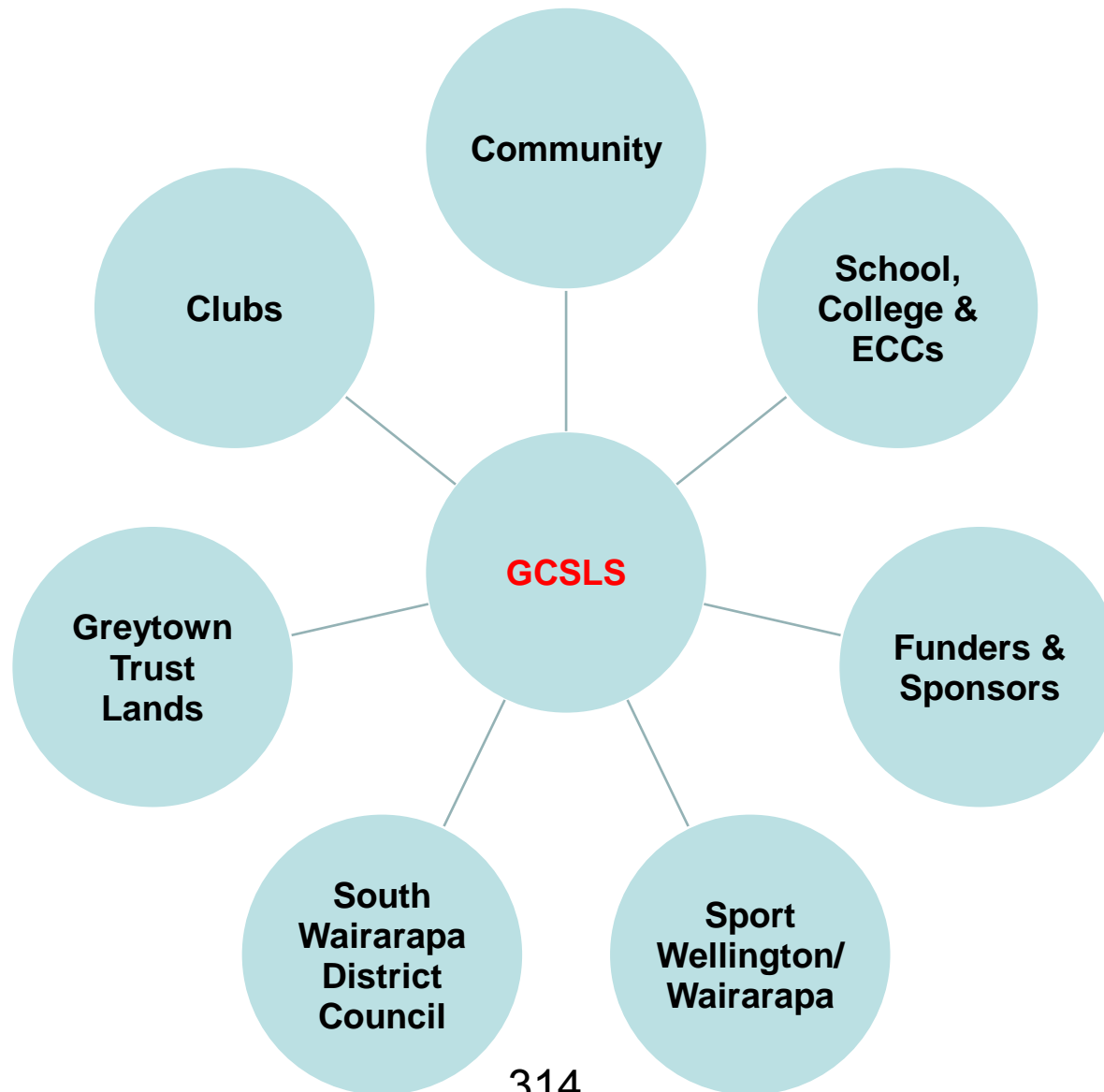
**Greytown
Bridge Club**



Gliding Wairarapa

INC SOCIETY - 2003

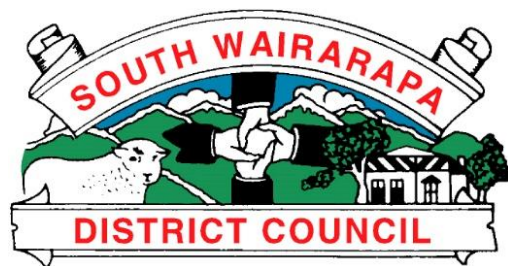
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3 KEY PARTNERS



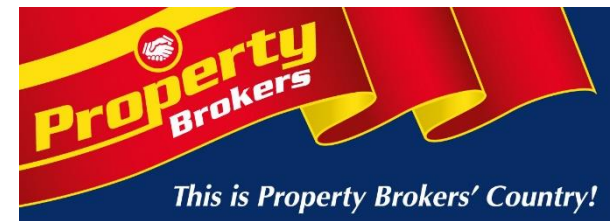
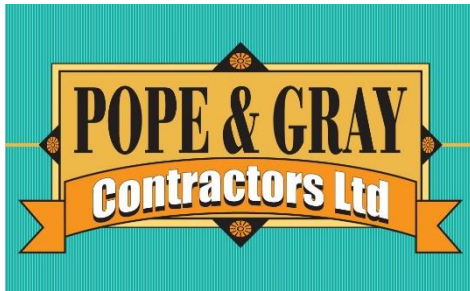
GREYTOWN
TRUST LANDS
Growing the Community since 1871



FUNDERS



SPONSORS



GSL BOARD

90

Independents:

Paul Southey (Chair)

Dave Parke (Deputy Chair)

Sharon Gates

Club Representatives:

Chris James, President, Greytown Football Club

Hamish Edge, Trustee, Greytown Trails Trust

Peter Annand, Treasurer, 1st Greytown Scout Group

Tavita Isaac, Committee Member, Greytown Rugby Club

School Representative:

Paul Hammond, Sports Coordinator, Greytown School

What We Do

- Support Clubs - planning, grant applications, governance advice, financial management, connecting clubs
- Develop People - working with Sport Wellington-Wairarapa, and others to run courses and development opportunities
- Advocate & Lead - being a voice for sport and leisure, contributing to council and other planning processes
- Invest - direct investment in club development through grants
- Market and Promote - the biggest community contacts and social media database in South Wairarapa

Some Key Achievements ⁹⁰

- First 'sportsville' in New Zealand
- \$361,010 direct funding invested directly into Greytown clubs over 10 years
- Coordinated & team approach to administration-contributing to on field/on court success
- Seen as the 'Go To' Sport group in our community by Sport Wellington-Wairarapa, Council and others
- Very high child & youth sports participation rates
- South Wairarapa Schools Convenor role

2015-2020 Draft Strategy

Goals “What’s Important”	Strategic Intent “What we mean to do”	Objectives “How we will do it”
Leading Club Development	<ul style="list-style-type: none"> Support Our Member Clubs and Organisations to Thrive 	<ol style="list-style-type: none"> Review & Understand Club Needs Invest in Quality Planning Support High Quality Administration Support Increased Participation & Performance
Organizationally Robust	<ul style="list-style-type: none"> Deliver Strong Governance <ul style="list-style-type: none"> Grow the Business Manage Succession 	<ol style="list-style-type: none"> Deliver Strong Governance Deliver Financial Growth Demonstrate Quality Performance
Growth	<ul style="list-style-type: none"> Increase Participation in Sports and Recreation Support First Class Sport and Leisure Facilities 	<ol style="list-style-type: none"> Deliver a Sports & Leisure Growth plan for the town and district. Grow the number of clubs & diversity of activities Support first class facilities for our clubs needs
Relationships	<ul style="list-style-type: none"> Ensure Quality stakeholder relationships 	<ol style="list-style-type: none"> Rock Solid Club Relationships Ensure a Fully Engaged Community Maintain a Positive Reputation

Office & Management ⁹⁰



- **Executive Officer-**
Paora Ammunson
- **South Wairarapa
Schools Cluster
Convenor-** Sharon
Gates

Principles Underpinning a ⁹⁰ New 'Expanded' Model

- Commitment to sustainable clubs in our respective communities
- Competition is important- build on existing community pride/passion in each town
- Exploit the advantages in working together 'off field/off court'.
- Commitment to sharing systems and templates
- Major Focus Sports Participation- particularly for young people.

Project Focus

- A partnership project with SWDC- a focus on establishing Martinborough and Featherston Sports offices
- Confirming support from Clubs in the x3 communities
- Developing business plan/budgets, securing funding
- Early focus on increasing sports participation (particularly for children and young people), and ensuring sustainable clubs
- Transition from GSL 'umbrella' to a South Wairarapa Sport & Leisure 'management services' provider type model

Some Desirable Design Features of a New Model

90

- A 'Local Area Committee/Governance Structure' for each community in Martinborough, Featherston and Greytown
- New Martinborough and Featherston offices with dedicated staff members appointed from those communities. Increased admin support into the existing Greytown office
- Combined grant and sponsorship funding strategies
- Protecting 'Ring Fenced' funding committed to the individual communities (e.g. Greytown Lands Trust, Paine Trust, Matthews Trust)
- Sharing all of, and building on, the existing GSL admin systems
- Increased ability to take a strategic focus on assets

Likely Benefits for Featherston Clubs

90

- More support to realise the benefits of sharing between clubs
- Dedicated resource/expert to assist in fundraising (grants & sponsorship) and coordination
- All the benefits of shared admin- e.g. savings on post, financial management, planning
- Benefits of scale/leverage (as Martinborough or combined as South Wairarapa)





THE MARTINBOROUGH SPORTS & LEISURE ADVISORY COMMITTEE (MAC)

The Martinborough Sports & Leisure Advisory Committee (MAC) is a coordinating committee working for the sports and leisure sector clubs of the Martinborough District.

Objects

The objects of the Committee are:

1. To develop a strategic plan for the growth of sports & leisure activities in Martinborough that achieves the following:
 - a) To promote, foster and develop amateur sports and leisure activities for Martinborough clubs including hosting such activities and co-ordinating the use of facilities for such activities in the Martinborough area.
 - b) To provide a structured system of administration, governance and support as determined by the Committee to enhance the effectiveness of clubs within the Martinborough area who satisfy the criteria for eligibility to be set down by the Committee.
 - c) To facilitate communication and the sharing of resources between Clubs.
 - d) To help Clubs provide participation in amateur sports and leisure activities for their respective members.
 - e) To establish policies to co-ordinate the effective use of facilities by Clubs.
 - f) To assist in the settlement of disputes between Clubs.
2. To oversee the implementation of the relevant sections of a district wide strategic plan for Sport & Leisure activity
3. To work with the Greytown Sport & Leisure Society to establish a Martinborough Sport & Leisure Office

Clubs

1. The committee shall support Martinborough clubs who support the objects of the committee.
2. These clubs are subject to such conditions as determined by the Committee. In regard to an individual club, the Committee will require such evidence, as it specifies, regarding certification of the individual club as the validly appointed representative of the amateur sport and/or leisure club, group, school and organisation which is unincorporated. The Committee may require evidence that the process of appointment of such representative is the result of a proper process.

The Committee Members

The Committee shall consist of seven Members being:

1. three Representative Members from Clubs and one representative from Schools, and
2. three Independent Members appointed by a Selection Panel

Appointment of Committee Members

1. Representative Committee Members shall be selected by majority vote of clubs at an advertised annual meeting of Martinborough Clubs. All clubs are entitled to vote on the election of the Schools' Representative Board Member.
2. Independent Board Members shall be appointed by a Selection Panel

Selection Panel for Independent Board Members

1. A Selection Panel shall be comprised of one representative from each of the following entities: Sport Wairarapa (a division of Sport Wellington), the South Wairarapa District Council and the Committee. In the event that any of the named entities ceases to operate then its place shall be taken by such other entity as determined by the remaining entities.
2. The Selection Panel shall determine its own procedure and shall meet as appropriate to appoint three Independent Board Members to the Board.
3. The Selection Panel shall consider any nominations for Independent Board Members sent to the Executive Officer of the Greytown Sport & Leisure Society

Term of Office

Three years

Vacancies on the Committee

Duties of a Committee Member

The Committee's primary duty is to further the purposes of the Clubs of Martinborough and in so doing the Committee Members shall:

- a. attend meetings of the Committee;
- b. formulate policy and strategies;
- b. provide good governance;
- c. monitor and review the performance;
- d. review his or her or its performance;
- e. receive such reports from the Martinborough Executive Officer as required by the Board;
- g. assist with the public profile, promotion and fundraising of the Society;
- f. do such things as the Board agrees to promote the Objects of the Society;

Committee Procedures

1. The Committee shall elect by a majority vote a Chairperson and a deputy Chairperson of the Committee.
2. Unless otherwise determined by it the Committee shall meet at least six times a year.

ARATOI REGIONAL TRUST

ANNUAL PLAN
For the twelve months from
1 July 2016 to 30 June 2017





ARATOI REGIONAL TRUST

2016 – 2017 Annual Plan

Contents

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Aratoi Regional Trust - Executive Summary

In 2016-17 Aratoi Wairarapa Museum of Art and History, will continue developing its role within the cultural fabric of the Wairarapa and nationally. This will be achieved by developing our position as a cultural tourism destination and provider of quality exhibitions, public programmes, events and education services.

Existing stakeholder relationships will be further strengthened and new partnership ventures will be identified throughout the region and beyond.

Established and new strategies will be followed to ensure ongoing operational funding requirements are met in the current challenging environment.

Aratoi Regional Trust - Priorities for 2016 - 2017

Reflecting a new strategic plan for 2014-17, Aratoi has defined five key objectives and outcomes with guiding principles of excellence, professionalism and innovation. To remain competitive and reach new audiences, Aratoi will look for new ways to engage with visitors, increase patronage of exhibitions and encourage self-directed discovery and learning across multiple platforms and mediums. Aratoi will work towards developing new collections management software for further visibility of the collection. Introducing online and static programmes open the museum to new conversations with audiences expanding into the community.

New outreach strategies and marketing initiatives will continue to be developed to raise awareness and increase Aratoi's profile as one of New Zealand's leading provincial arts and history museums.

Over the past decade Aratoi has developed strategic alliances with a wide range of key stakeholder groups and today the museum is recognised as the guardian of Wairarapa's important arts and cultural treasures. Aratoi will continue to strengthen relationships, with Ngati Kahungunu and Rangitaane and expand outreach into the community, which will help raise public awareness, increase community participation and develop the collection.

Growing revenue streams, and improving staff capacity and skills are crucial to Aratoi's future. Long term funding security is vital if Aratoi is to continue to grow as Wairarapa's arts and cultural leader. Accountability, reporting and self-generated revenue are some of the key outcomes identified to assist Aratoi's small dedicated workforce of full time, part time and volunteer staff.

Environmentally sustainable practices continue to be important as Aratoi looks at ways to incorporate into the workplace and through the delivery of exhibitions and programmes.

Aratoi Regional Trust–Vision, Mission, Objectives and Values

Aratoi is the Wairarapa Museum of Art and History. Aratoi collects, holds, preserves and presents art, heritage objects, history and culture on behalf of the Wairarapa region and its visitors. These may include international perspectives but our principal role relates to NZ Aotearoa with the particular focus on:

- the history and culture of the Wairarapa
- artworks
- taonga Māori of the Wairarapa

Aratoi is the place from which history and stories are told and is a community forum for learning, understanding, and participation in art, history and culture.

Aratoi recognizes Rangitāne o Wairarapa and Kahungunu ki Wairarapa as having mana whenua within the rohe [region] of Wairarapa

Overall Outcomes follow from our role(s) and influence Aratoi's direction for the next five years. They are:

- Collect, hold, preserve and exhibit taonga Māori, heritage objects and artworks to the very highest museum standards
- The community values Aratoi as a museum and for its events and activities
- People of the Wairarapa and visitors to the region enjoy access to and are stimulated by exhibitions, events and activities
- Aratoi values and engages with our supporting partners
- The organisation is artistically and financially well managed

Vision is to be one of the best regional art galleries and museum of its kind in New Zealand, Aotearoa.

Mission is to provide high quality experience of art, history and culture in the Wairarapa.

Guiding principles (Ngā mātāpono) are:

- Excellence Te Hiranga
- Professionalism Te Ngaiotanga
- Innovation Te Auahatanga

Core values (Ngā uara) are:

- Integrity Te Mana Tangata
- Welcoming inclusiveness Te Whai Wāhitanga
- Respect Te Whakaute

Aratoi embodies Memory and Imagination:

Koia ko Aratoi te whakatinanatanga o Mahara, o Whakaaro Pohewa /
Ka pupū ake ngā maharatanga, ka toko ake ngā whakaaro pohewa, ko Aratoi.

Outcome 1: Collect, hold, preserve and exhibit Māori taonga, artworks and heritage objects to the very highest museum standards.

Goals:

- Build Aratoi's history and art collections
- Make Aratoi's collections accessible and visible

Key Activities:

- A collection management plan
- Exhibition programme

Outcome 2: Increase visitors from the Wairarapa region and elsewhere to Aratoi's exhibitions, events and activities

Goals:

- Raise the profile of Aratoi in the Wairarapa and beyond
- Measurable increase in visitor numbers to Aratoi

Strategies:

Aratoi will:

- Develop an exhibition and events programme catering for different audiences
- Develop a marketing plan that will grow Aratoi's profile locally, regionally and nationally
- Use appropriate technology to reach a wider audience
- Develop an outreach strategy

Outcome 3: Aratoi will be a hub for art, history and cultural activities within the Wairarapa

Goal: Maintaining a stimulating and diverse programme

Outcome 4: Aratoi's partners are positive about, and support Aratoi's activities and direction

Goal: Sustain and enhance Aratoi's relationships with stakeholders and partners

Outcome 5: Aratoi is artistically and financially well managed

Goals:

- Increase range of revenue
- Sustain and develop operating efficiencies
- Develop staff capability

**OUTCOME 1: COLLECT, HOLD, PRESERVE AND EXHIBIT MAORI
TAONGA, ARTWORKS AND HERITAGE OBJECTS TO HIGHEST
MUSEUM STANDARDS**

PRIORITIES / GOALS	ACTION	PERFORMANCE MEASURES
<p>1. BUILD ARATOI'S HISTORY AND ART COLLECTIONS</p> <p>2. MAKE ARATOI'S COLLECTIONS ACCESSIBLE AND VISIBLE</p>	<p>Collection Management plan developed</p> <p>Scheduling collection /new acquisitions into Aratoi exhibition schedule</p> <p>Continue with efforts to repatriate and house waka Te Heke Rangatira from Te Papa and additional taonga</p> <p>Continue to host regular back of house collection tours for schools and tour groups</p>	<p>Report on new acquisitions in quarterly reports</p> <p>Report on number of tours</p>
<p>COLLECTION CARE & ACCESS</p> <p>Aratoi is recognized as the "kaitiaki" or guardian of the regions important art and cultural collections.</p> <p>Hold, manage and preserve collections for all to engage with.</p>	<ul style="list-style-type: none"> - Collections are maintained at a professional standard. - Review Taonga Māori policy (currently pending Treaty settlement negotiations) 	<ul style="list-style-type: none"> - Museum policy standards in place. - Taonga Māori Policy implemented
<p>COLLECTION RESEARCH</p> <p>Accurate information presented on Wairarapa's history and heritage.</p>	<ul style="list-style-type: none"> - Ongoing research into the provenance and stories relating to taonga, artifacts and materials within Aratoi collection and within the Wairarapa. - Continue to strengthen partnerships with local community, iwi/Māori 	<p>Regular dialogue, consultation with iwi/Maori.</p>

<p>GROW COLLECTION To grow collections through long-term loan and gifting as "kaitiaki" or guardian of collections on behalf of the Wairarapa community</p>	<p>regarding management, care and understanding of collections.</p> <ul style="list-style-type: none"> - Maintain information base of significant artists - Networking and engaging with key arts & history leaders & communities holding significant collections relevant to Aratoi. - Purchasing collection items via sponsorship opportunities. 	<p>Register of artists developed</p> <p>Report on new acquisitions</p>
<p>EXHIBITION FOCUS</p> <ol style="list-style-type: none"> 1. A coordinated programme of exhibitions celebrating Wairarapa's art, culture and history 2. Recognised as having an innovative contemporary art exhibition programme. 3. A coordinated programme of exhibitions focusing on New Zealand's social, material and natural history. <p>Recognised as a leading New Zealand venue for housing exhibitions</p>	<p>Working with Wairarapa's arts & culture community to ensure the delivery of a wide range of local exhibitions</p> <ul style="list-style-type: none"> - Networking and relationship building with New Zealand's arts community to attract contemporary art exhibitions. - Networking and engaging with museum sector leaders to attract stimulating and creative history exhibitions. <p>Annual review of storage facilities and funding.</p>	<ul style="list-style-type: none"> - 20 exhibitions programmed of which 60% will have a Wairarapa focus. - Process in place to attract contemporary art exhibitions. - Items from Archives on display in Aratoi where appropriate. - Storage facilities maintained at a high standard
<p>OUTCOME 2: INCREASE VISITORS FROM THE WAIRARAPA REGION AND ELSEWHERE TO ARATOI'S EXHIBITIONS, EVENTS AND ACTIVITIES</p>		
<p>PRIORITIES</p>	<p>ACTION</p>	<p>PERFORMANCE MEASURES</p>

<p>RAISE THE PROFILE OF ARATOI IN THE WAIRARAPA AND BEYOND</p> <p>MEASURABLE INCREASE IN VISITOR NUMBERS TO ARATOI</p>	<p>Development and implementation of new marketing plan and outreach strategy, that will include:</p> <ul style="list-style-type: none"> - Develop database of key regional, national and international periodicals to distribute Aratoi PR - Working with national and regional media. - Regular targeted email mailings for programmes and events - Liaison with I-Sites and accommodation outlets - Marketing Aratoi as a corporate venue - Working with Destination Wairarapa 	<ul style="list-style-type: none"> - Marketing plan implemented and evaluated - Increased audience and visitation numbers
<p>RAISING AWARENESS & RECOGNITION</p> <ol style="list-style-type: none"> 1. To position Aratoi as a leading provincial arts & cultural museum in New Zealand. 2. To be recognised by the Wairarapa community as an interesting and accessible museum for all to enjoy 3. Relationships strengthened with New Zealand museums & arts galleries. 	<ul style="list-style-type: none"> - By 2017 web-based visitation continues to be augmented and analysed. Social media communities are regularly up-dated - Strengthen collaboration / cross-promotion with: <ul style="list-style-type: none"> * Library/Archives *The Wool Shed *King Street Art *Community art groups *Regional Heritage groups - Develop PR plan - Grow corporate market usage. Aim for one corporate meeting/function at Aratoi a quarter 	<ul style="list-style-type: none"> - Aratoi's online ratings continue to increase in popularity. - Aratoi visitation sustained and/or increased - Link to Marketing Plan - marketing Aratoi as a corporate venue / venue for hire. <p>Increased usage</p>

OUTCOME 3: ARATOI WILL BE A HUB FOR ART, HISTORY AND CULTURAL ACTIVITIES WITHIN THE WAIRARAPA		
PRIORITIES / GOALS	ACTION	PERFORMANCE MEASURES
<p>MAINTAINING A STIMULATING AND DIVERSE PROGRAMME</p> <p>Delivery of Public Programmes To deliver public programmes focusing on 3 main areas</p>	<p>Public Programmes linked to Exhibitions By 2016 Aratoi will deliver at least 15 Public Programmes per year.</p> <p>Performing Arts Deliver programmes that promote and support Wairarapa's performing arts community.</p> <p>Speakers Deliver programmes of stimulating speakers for Wairarapa's arts, culture and heritage community.</p>	
<p>EXHIBITIONS Delivery of Exhibitions</p> <ol style="list-style-type: none"> To lengthen exhibition programmes and increase engagement Develop new platforms for visitor engagement at Aratoi and online Attract new audiences through innovative programming <p>EDUCATION</p>	<ul style="list-style-type: none"> Staff training & development to ensure high standards in place for exhibition planning and process. Design exhibitions that encourage self-directed discovery & learning across multiple platforms/mediums. Online and static programmes that open Aratoi to new conversations with audiences Regular Workshops and programmes for children Regular communication with regional educators 	<ul style="list-style-type: none"> New engagement linked to website; number of page visits reported per quarter/annum <p>Increased number of students engaged with Aratoi</p>

OUTCOME 4: ARATOI'S PARTNERS ARE POSITIVE ABOUT, AND SUPPORT ARATOI'S ACTIVITIES AND DIRECTION

PRIORITIES / GOALS	ACTION	PERFORMANCE MEASURES
SUSTAIN AND ENHANCE ARATOI'S RELATIONSHIP WITH STAKEHOLDERS AND PARTNERS	<p>Strengthen relationships and strategic partnerships with stakeholder groups</p> <ul style="list-style-type: none"> - Ongoing liaison with local arts and heritage groups - Stakeholder communication plan in place to maintain regular contact i.e. e-newsletters, invitations to openings 	<ul style="list-style-type: none"> - Stakeholders informed and actively involved with Aratoi through regular communication - Database programme in place, with distribution of e-newsletters
PARTNERSHIP WITH IWI	<p>Museum policies and operations in place that recognise the spiritual and cultural connections with the taonga and their people.</p> <p>Partnership between Aratoi and local iwi continues to grow with new opportunities identified.</p>	<p>That policies are in place</p> <p>New opportunities reported on</p>
<p>ACCOUNTABILITY</p> <p>1. Strengthen reporting and communication with all funding partners</p> <p>2. Report Aratoi's success stories to all stakeholders</p>	<ul style="list-style-type: none"> - Review reporting process for Masterton Trust Lands Trust, Masterton, South Wairarapa, Carterton councils. - Process in place to measure & report success stories. 	<ul style="list-style-type: none"> - Reporting/KPI performance process defined & reviewed. - Regular features in local and regional papers highlighting success stories (ongoing PR strategy) - Quarterly survey to monitor visitor satisfaction levels. 80% at Very Good or higher.

OUTCOME 5: ARATOI IS ARTISTICALLY AND FINANCIALLY WELL-MANAGED

PRIORITIES / GOALS	ACTION	PERFORMANCE MEASURES
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<p>INCREASE REVENUE SOURCES</p>	<ul style="list-style-type: none"> - Pursue additional revenue sources i.e. Creative NZ Toi Aotearoa; corporates - Diversify, increase and promote merchandise for retail, including implementing webpages dedicated to exhibition publications and regional scholarship - Identify patrons to sponsor exhibitions and public programmes 	<p>Revenue sources have increased</p> <p>Retail sales increase</p> <p>Increased sponsorship</p>
<p>FUNDING Secure long term funding with Wairarapa's three councils, anchoring Aratoi's future as the regions leader in arts, culture and heritage.</p> <p>To continue to grow self-generated revenue.</p>	<ul style="list-style-type: none"> - Long term agreements reached with Wairarapa TLAs. - Self-generated revenue plan in place targeting New Zealand funding agencies. - Sponsorship strategy developed 	<ul style="list-style-type: none"> - Long term funding secured with all major funding partners - Maintain or increase funding from grant providers currently contributing to 35% of projected operating revenue. - Maintain or increase self-generated funding currently contributing to 9% of projected operating revenue.
<p>DEVELOP STAFF CAPABILITY</p>	<ul style="list-style-type: none"> - Raising professional standards through training and skill development. - Retaining and attracting the right staff - Review of volunteer work, practicality, identify key areas for recruitment (tour guides) 	<ul style="list-style-type: none"> - Annual performance review and identify training and PD opportunities - Positive staff who are motivated, supported and valued - Increase in volunteer capability

Aratoi Regional Trust - Exhibition Programme

The ART exhibition programme for 2016-2017 is anticipated to include the following Exhibitions. Please note that the exhibition programme and dates are subject to change.

The Record of a Remarkable Achievement: Featherston Military Camp Centenary Exhibition 1916-2016 Main Gallery. 22 January 2016 – 31 July 2016. In collaboration with the Wairarapa Archive, an exhibition to mark the centenary of the opening of the Featherston Camp, where over 60,000 men from all walks of civilian life trained for the battlefields of Europe and the Middle East. It includes the setting up of the camp, and the story of camp commandant Lt Col Noel Adams, the man responsible for the efficiency and effectiveness of its organisation. The stories are being told for the first time in an expansive exhibition with loans of artefacts and correspondence, photographs and mementoes embodying the journeys of a number of men from Featherston to France and Egypt.

Wairarapa Camera Club, Wesley Wing. 27 May – 5 July 2016
Local photographers, local themes

King Street Artworks, Wesley Wing, 10 July – 21 August 2016
Always eagerly anticipated, a colourful array of paintings, ceramics and sculpture.

Kermadec: Lines in the Ocean. Main Gallery. 12 August – 6 November 2016. Nine South Pacific artists including Phil Dadson, Bruce Foster, Fiona Hall, Jason O'Hara, Gregory O'Brien, John Pule, John Reynolds, Elizabeth Thomson and Robin White. Exhibition curated and developed by Gregory O'Brien in partnership with Exhibition Services. Artists' responses to a voyage on the naval vessel *Otago* to the Kermadec Islands.

Bek Farr, Windows Gallery, 5 August – 9 September 2016
New work from the merit award winner in the Friends Art Awards 2016

Top Art, Foyer 22 – 26 August 2016.
Touring show of top North Island senior students' art folios.

Breadcraft Wairarapa Schools' Art, Wesley Wing, 1 September – 9 October 2016
The annual exposé of work from the region's future artists

Masterton Art Club, Windows Gallery, 16 September – 21 October 2016
New work from Art Club artists

Main ARTery, Wesley Wing, 14 October – 27 November 2016
Local art trail artists and artisans exhibit new work

Petrus van der Velden: Art of two halves, Main Gallery. 19 November 2016 – 24 January 2017. Te Papa touring exhibition. When Van der Velden arrived in New Zealand in 1890, he was already a mature and well-regarded artist in the Netherlands, but once here his work underwent a major change in subject and style. He has had an enduring influence on later New Zealand artists with his dramatic response to the landscape and climate of his adopted country.

The Long View: works from the collection, Main Gallery. 19 November 2016 – 24 January 2016. Celebrating landscapes of the Wairarapa and beyond.

Little Jewels: biennial Friends of Aratoi fundraiser, 25 November – 9 December 2016
Windows Gallery

New Pacific Studio 1 December 2016 – 20 January 2017. Wesley Wing.
Mount Bruce artists' residency comes to town

Paul Martinson: New Work, Windows Gallery, 16 December 2016 – 20 January 2017

Ki te whai ao, ki te ao marama (working title). Rescheduled opening Waitangi day 6 February 2017 to coincide with Te Matatini, hosted by Ngāti Kahungunu, Hawke's Bay March 2017. A partnership project between Ngāti Kahungunu Ki Wairarapa Tamaki Nui a Rua and Aratoi Wairarapa Museum of Art and History. Treaty of Waitangi Update: Redressing for the Future of Wairarapa and Tamaki-Nui-A-Rua. The exhibition redresses the long and rich history of the Wairarapa region through the eyes and narrative of mana whenua, in particular Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua. This important and timely presentation coincides with a seminal milestone in the history of the iwi in the rohe, that being the settlement of a major Treaty of Waitangi claim with the Crown. A number of significant taonga are sought to be loaned for this occasion from museums and private collections. "The treasure trove Aratoi will become post-settlement can be a part of this exhibition".

WAI Sculpt Survey, Wesley Wing April-May 2017

Aratoi Regional Trust – Key Relationships

Key relationships to be maintained in 2016 - 2017:

Funders

- Masterton District Council
- Carterton District Council
- South Wairarapa District Council
- Masterton Lands Trust
- Trust House
- Prime Community Trust
- New Zealand Lotteries Commission
- Eastern and Central Community Trust
- Friends of Aratoi
- Aratoi Foundation

Iwi

- Ngati Kahungunu Ki Wairarapa
- Rangitaane o Wairarapa

Museums and Heritage

- Museums Aotearoa
- National Services Te Pairangi (Te Papa)
- Toi Wairarapa
- Wairarapa Archive
- Wairarapa libraries
- He Kahui
- Wairarapa Heritage Association
- Shear History Trust
- Jubilee Fire Engine Museum
- Cobblestones Museum
- Mount Bruce Pioneer Museum
- Other Wairarapa museums and heritage groups
- National Wildlife Centre Mount Bruce

Arts

- National arts groups and artists
- Wairarapa artists and art galleries
- New Pacific Studio
- James Wallace Arts Trust
- Goethe-Institut, New Zealand/Germany
- Art clubs
- Community Arts Councils
- Creative New Zealand

Education

- Ministry of Education
- REAP
- UCOL
- Other regional and national education providers
- Wairarapa primary, intermediate and secondary schools

Promotional

- Local and national media including newspapers, magazines, radio and television
- Destination Wairarapa
- Tourist suppliers (bus companies etc)

Funding/Sponsorship

- Regional and national funding bodies
- Creative New Zealand
- Lottery Grants Board
- Funding Information New Zealand (FINZ)
- Local and national businesses and individuals

Institutional

- Te Papa, Museum of New Zealand
- New Zealand Portrait Gallery, Wellington
- Auckland Art Gallery Toi O Tamaki
- Dowse Art Museum, Lower Hutt
- Expressions, Upper Hutt
- Pataka - Porirua
- Museum of Wellington - City and Sea
- Sarjeant Gallery Wanganui
- Whanganui Regional Museum
- Te Manawa, Palmerston North
- Hawke's Bay Museum
- Adam Art Gallery, Victoria University
- National Library
- National Archives

Aratoi Regional Trust – Budget 2016 - 2017

Overview

ART continues to strive for improvements in all areas of its operations. Funding received for particular projects are closely monitored to avoid overruns and all expenditure is carefully considered. The projected budget for 2016-2017 year has been set at a deficit of \$(37,018).

Details - Revenue

Revenue streams for ART can be divided into four – i) Operational Grants, ii) Major Donations, iii) Exhibition funding and iv) Self-generated Income. Operational Grants include the “in kind” grant by Lands Trust Masterton for the use and maintenance of the Aratoi buildings, funding received from the three Councils and other stake-holders that are not specifically earmarked for a particular exhibition. Major donations include such items as an annual bequest for Collections. Exhibition funding is for specific exhibitions where grant applications have been successful or where more usual funding streams specify a particular exhibition. Self-generated income includes retail sales, commissions on pieces sold, venue hire, donations and any interest income generated.

At this stage, the Memorandum of Understanding (MOU) between MDC, Lands Trust Masterton (LTM) and Aratoi Regional Trust (ART) is due for review by 30 June 2016. The budgeted revenue from MDC is taken as per the current MOU and ART expects to receive \$265,000 from for the 2016/17 financial year. Excluding the LTM building grant, this is approximately 47% of the total revenue expected. The other two Wairarapa councils contribute a further 6.5% of revenue. As these combined revenue streams covers budgeted staff expenses and some overhead expenses, ART is increasingly seeking outside funding sources to cover the remaining overhead costs.

Expenditure

The 2016/17 year exhibition schedule shows another year of variety. The major Iwi exhibition, *Redressing the Future of the Wairarapa*, has already received major funding. Included in the budget is expenditure that matches to funding already received. All other exhibitions for this year are to be funded from the general operations grants, primarily the annual exhibition grant from Trust House.

Advertising and promotion expenses are budgeted similar to last year. Aratoi receives generous rates in such publications as Art New Zealand. Local contributors continue to positively promote all aspects of Aratoi in local publications.

Following on from the previous year's Security Audit, a new security contract has been undertaken to reduce patrol callout costs and maintain the new equipment. Property costs include a projected 5% increase in insurance costs.

Administration costs have been budgeted to hold against current spending, although electricity and technology costs have been budgeted with a 5% increase.

Staff costs remain conservative. Personnel changes may occur over the next year however, the current level of expenditure is expected to be maintained

With a forecast end of financial year profit position for 2015-16, ART is confident of its ability to meet its financial commitments. Due to exhibition funding for future projects already in ART's bank accounts, the level of cash will be a surplus at the year end. As expenditure on the scheduled projects takes place, the cash reserves will be depleted. The future exhibition schedule (2017/18) will be required to assess the likelihood of obtaining further grants/funding from a wide source of providers. Looking to the immediate future, ART looks to be in a strong position, financially as well as artistically.

ARATOI REGIONAL TRUST
ANNUAL PLAN BUDGETED PROFIT OR LOSS
1 JULY 2016 TO 30 JUNE 2017

\$

Revenue

Donations, fundraising and other similar revenue

i) Operational Grants:

MDC grant	265,000
CDC grant	12,000
SWDC grant	25,000
Friends of Aratoi	4,000
Lands Trust Masterton re exhibitions	20,000
Trust House	35,000
Lands Trust Masterton re building rental	324,000
	685,000

ii) Major Donations 10,000

iii) Specific Exhibition funding

Aratoi Foundation	10,000
Eastern & Central	7,500
Friends	10,000
Trust House	80,000
Wellington Amenities Fund	35,000
	142,500

iv) Self Generated Income 48,060

Total Revenue 885,560

Expenses

Expenses related to public fundraising	
Lands Trust Masterton rental of building	324,000
Exhibitions/Activities - specific	142,500
Exhibitions & Public programmes - general	42,980
Advertising & Marketing	12,449
Collection Expenses	4,200
Staff & Personnel	293,247
Administration	69,209
Property Expenses	15,971
Depreciation non cash item	18,023

Total Expenses 922,578

Surplus/(Deficit) for the Year (37,018)

**ARATOI REGIONAL TRUST
ANNUAL PLAN BUDGETED ASSUMPTIONS
1 JULY 2016 TO 30 JUNE 2017**

Revenue - Specific assumptions:

i) Operational Grants			
MDC grant	MDC grant as per MOU agreement signed Sep/Oct 2013		\$ 265,000
CDC grant	CDC grant as per 2015/16		\$ 12,000
SWDC grant	SWDC grant as per 2015/16		\$ 25,000
Friends of Aratoi	for openings		\$ 4,000
Lands Trust Masterton	annual exhibition funding		\$ 20,000
Trust House	annual exhibition funding		\$ 35,000
Lands Trust Masterton	building rental		\$ 324,000
ii) Major Donations			
Maunsell bequest	annual expected bequest for Collections only		\$ 10,000
iii) Specific Exhibition funding			
	Already received or commitment received for Iwi Exhibition		\$ 142,500
iv) Self Generated Income			
Donation box	based on 2016, same as 2015/16, \$450/mth		\$ 5,400
Education Programme	x4 programmes, each x15 kids paying avg of \$80 each		\$ 4,800
Gifts/Donations	\$600 for Schools Art + \$100/mth		\$ 1,800
Donations - Newsletters	from sponsors		\$ 8,600
Little Jewels Fundraiser	based on Dec14 event		\$ 4,500
Commissions	guesstimate only at \$250/mth		\$ 3,000
Net Retail Sales	conservative based on July15-Jan16 monthly average, 35% margin		\$ 17,820
Venue hire			\$ 1,120
Interest income			\$ 1,020

Expenses - Specific assumptions

Exhibitions/Activities - specific	see Exhibition budget schedule		
Exhibitions & Public programmes - general	see Exhibition budget schedule		
Advertising & Marketing	see Advertising budget schedule		
Collection Expenses	Photography of collection, Ehive costs, installation shots		
Administration	including	Audit fee - based on 2015 fee	\$ 5,000
		Electricity - allowed 5% increase on 2015/16 monthly average	\$ 37,800
		Information Technology - based on monthly subscriptions + 5% increase	\$ 5,400
		Printing & stationery - copier rentals, images & paper supplies	\$ 8,400
		Publications & subscriptions - industry related annual costs	\$ 2,364
		Telephones - rentals and broadband	\$ 4,800
Property Expenses	including	Insurance - allowed 5% increase on 2015/16 costs	\$ 12,791
		Alarms & security	\$ 1,520
Depreciation non cash item			\$ 18,023

Aratoi Regional Trust Budget 2016-17

Exhibitions Programme and Expenditure

Name of Exhibition	Exhibition Expenses G/L 6-1200	Exhibition Openings G/L 6-1250	Exhibitions General G/L 6-1300	Total Costs
MAIN GALLERY				
Featherston Camp - 2016 +	\$ 2,000			\$ 2,000
Kermadec Lines in the Ocean	\$ 10,800	\$ 300		\$ 11,100
The Long View - in house collection				
Van der Velden - Te papa	\$ 2,000	\$ 300		\$ 2,300
Redressing the Future of Wairarapa	\$ 142,500			\$ 142,500
TOTAL COSTS FOR MAIN GALLERY	\$ 157,300	\$ 600		\$ 157,900
WESLEY WING				
Camera Club				\$ -
King St Artworks 2016	\$ 2,000			\$ 2,000
School Art	\$ 1,250			\$ 1,250
Main ARTery	\$ 2,000			\$ 2,000
NZ Pacific Studio	\$ 3,500			\$ 3,500
January 2017 Repaint Wesley Wing			\$ 300	\$ 300
TOTAL COSTS FOR WESLEY WING	\$ 8,750	\$ -	\$ 300	\$ 9,050
WINDOWS GALLERY				
Top Art Schools Foyer	\$ 300			
Little Jewels	\$ 350			
TOTAL COSTS FOR WINDOWS GALLERY	\$ 650			\$ 650
Total	\$ 166,700	\$ 600	\$ 300	\$ 167,600

Aratoi Regional Trust Budget 2016-17

Advertising and Marketing Budget

Activity	July 16 Budget	Aug 16 Budget	Sept 16 Budget	Oct 16 Budget	Nov 16 Budget	Dec 16 Budget	Jan 17 Budget	Feb 17 Budget	March 17 Budget	April 17 Budget	May 17 Budget	June 17 Budget	Total Spend Budget YTD
General Advertising 6-2100													
Art Zone (What's On Listing)			100			100			100			100	400
Wairarapa News Fairfax(exhibition/What's On)		300					300				300		1,200
Lifestyle Magazine (What's On/PR Link)		400			400			400					1,600
ArtNews Magazine (exhibition specific)													0
White Pages													365
Media Works radio advertising	257	257	257	257	257	257	257	257	257	257	257	257	3,084
Art New Zealand - contracted already by Feb16			1,100			1,100							2,200
Other magazine/paper advertising													0
International listings													0
TOTAL GENERAL ADVERTISING	257	957	1,457	257	657	1,457	557	657	657	622	957	357	8,849
Marketing Plan Development													
PR Rep - Ann Taylor	300	300	300	300	300	300	300	300	300	300	300	300	3,600
TOTAL MARKETING PLAN DEVELOPMENT	300	300	300	300	300	300	300	300	300	300	300	300	3,600
TOTAL PROMOTIONS	557	1,257	1,757	557	957	1,757	857	957	957	922	1,257	657	12,449

To Whom it Concerns

1 I would like speed limit taken back 50 to Boundary Road

2

The Corner Donald Street Fitzherbert Street marked for people walking across as the cars come whizzing around corner

3

I would like the bridge across Donalds Creek Fitzherbert checked. its getting very shaky

D.M. Penner



FEATHERSTON COMMUNITY BOARD POST ANNUAL PLAN PUBLIC MEETING SUBMISSION

TO: South Wairarapa District Council

FROM: Featherston Community Board (FCB)

DATE: 9 May 2016

Dear Mr Crimp

In addition to the submission submitted from the FCB on 8 February, please find following and attached supporting material to our second submission post the Annual Plan meeting held in Featherston at the Kiwi Hall on 19 April 2016.

ANZAC HALL

The FCB would like to support Mike van Woerkom's request for funding for the various tasks to be actioned relating to the surroundings of the ANZAC Hall (see attached email). The FCB would also like to support the upgrade of surrounds to the ANZAC Hall such as the disability ramp to be redesigned so the main entrance starts from the front of the building also allowing continued use from the existing entrance starting at the steps at the side of the building. That the footpath/tar sealed area surrounding the hall be upgraded. And that the proposed garden design with "the rock" and flag pole be taken into consideration with funding for surrounding improvements. ANZAC hall is key to Featherston's heritage and should be presented as an exceptional visual experience (inside and out) for our town and visitors.

In addition, we would like Council to support a built in quality overhead project and electric screen to be inserted into the Kiwi Hall. This would increase the benefits to our community with regards to quality presentations for the likes of Booktown and other groups and wider community use.

FEATHERSTON WALKWAYS AND RESERVES

The FCB support that extra funding be granted to maintain our heritage walkways and reserves to an acceptable standard, given that there is no longer the support for maintenance from the Featherston Walkways and Reserves Trust. These walkways and reserves, in particular the Domain, are part of our heritage which are highly used by visitors, locals, and other towns folk within our district. These MUST be maintained to a standard that meets health and safety and promotes our surrounding environment.

FEEDBACK ON SWDC CONSULTATION DOCUMENT

Sewage: FCB support waste water out of our water ways, as soon as possible at an affordable cost to the ratepayers.

Roading: Encourage greater collaboration between Council and NZTA. We would like to reinforce our earlier submission (8 February) requesting a slower speed coming off the Rimutaka hill into Featherston (reduce from 70 kms to 50 kms) and in addition, would like to extend the 50 km speed limit to the edge of the borough (at least). Areas of town that have restricted speed limits in accordance with the NZ motor code such as schools and kindergarten precincts should be visibly signposted accordingly.

Water Supply: Support reducing the rate requirement while maintaining current services levels

Cycle Strategy: Support the draft cycle strategy in principle.

Pensioner (Community) Housing: Support Status Quo



Extra: 2016/17 Operational Projects: FCB support the

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- Cemetery database
- Fencing Featherston playground and
- Otairua Reserve driveway

Extra: In the essence of clarification and transparency, the FCB would like to know the total annual spend separated out for all three wards. How much comes back to Featherston annually?

Extra: FCB would like to note that sufficient information be provided for future Annual Plan consultation process.

Kim Whiteman- Policy and Reporting Manager

From: Paul Crimp - CEO
Sent: Tuesday, 9 February 2016 1:51 p.m.
To: Member Lee Carter; Member Garry Thomas; Councillor Dean Davies; Katie Beattie; Peter Jackson; Councillor Solitaire Robertson
Cc: Kim Whiteman- Policy and Reporting Manager
Subject: RE: Annual Plan submission From Featherston Community Board

Thanks Lee, Ill get this stuff onto the agenda for tomorrow.

Regards

Paul Crimp
 CEO
 South Wairarapa District Council

From: Lee Carter [mailto:jadetui@xtra.co.nz]
Sent: Monday, 8 February 2016 4:34 p.m.
To: Member Garry Thomas; Councillor Dean Davies; Katie Beattie; Peter Jackson; Councillor Solitaire Robertson; Paul Crimp - CEO
Subject: Annual Plan submission From Featherston Community Board

Hi there Paul

Please find below the submission from the Featherston Community Board. I've not had any comeback from the Board (in a previous email) suggesting agreement on the Youth Initiative, but I thought I would try for it anyhow - the Board may push back on this initiative, if so, I will sort at the time of collective responses.

Cheers for now

Board: Anything that has been accidently overlooked that was discussed the other night please send through an email directly to Paul and cc the Board in.
 thanks

Youth Initiative

Support a youth 3-5 year initiative that will lay solid foundations for the youth of Featherston. The initiative to be lead through the Featherston Community Board and supported by council. Type of initiative to be agreed upon by the Board.

Parking

Support the need for extra parking and or parking solutions to Fitzherbert street for current businesses as there is a known issue with lack of parking in the main street

Biking

Support the development of the SWDC Bike Strategy, and in addition bike racks for Featherston

Domain

Retain all current funding for maintenance until walkways Trust is re-establish.

Anzac Hall

Support surrounding landscaping, upgrade of footpaths and ramp.

Speed Zone

Support a speed zone change from 70kms to 50 kms an hour coming of the Rimutakas into Featherston, recognising the current 70 kms hour speed limit is causing problems to residents living at the top end of Ludlam St off state highway 2.

Card Reserve

Support the idea of removing the trees on Under Hill road in Featherston. As these trees are the damaging the artificial turf and recently a falling branch has damaged the frame on the netball courts.

Lake Reserve

Maintaining and improving the **Lake Reserve** and for the creation of **direct walking and cycling access** to the Lake from Featherston. Specific funding should be identified in the LTP for these projects. Currently, visitors to Featherston do not have an easy way to access the lake. The town of Featherston benefits from its association with this nationally and internationally important lake and these benefits will be increased with the improved water quality from the new land-based treatment of our wastewater, and could be increased even more with improved access and improved management of the Lake Reserve

Main street fund

Retain the main street funding of 7K approximately

Subject: ANZAC Hall Annual Plan application

From: Carol van Woerkom (~~carol.woerkom@xtra.co.nz~~)

To: jadetui@xtra.co.nz; h50906@gmail.com; aandgelectrics@xtra.co.nz; solitaire.robertson@gmail.com; KatieBeattie13@gmail.com;

Date: Monday, 4 April 2016 8:37 PM

Greetings various Community Board members and Councillors,

Please can I be assured that the FCB will be seeking funds in the upcoming Annual Plan round for:

1. sealing of the gravel alongside the Hall (Burling Flats side).
2. re-sealing + re-kerbing of the Bell St frontage of the Hall
3. removal of the ghastly old Playcentre fence.
4. removal of the Playcentre (I presume) tin shed.
5. some sort of plantings/gardens.

I think that my last email on the topic met with favourable responses so I can leave it to you "insiders" to do the applying, yes?

Thanks

Mike van Woerkom
one who drives around and by six days a week



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Martinborough Colonial Museum Trust

c/o P O Box 93
Martinborough 5741

6 April 2016

Mr Paul Crimp
Chief Executive Officer
South Wairarapa District Council
P O Box 6
Martinborough 5741

Dear Mr Crimp

ANNUAL PLAN 2016/17
SUBMISSION

This submission is more a reporting back to the Council rather than a request for a grant or funding for a specific project. Last year, you will recall, the Council approved a grant of \$3800 for 2015/2016 and for each of the ensuing two years, which was much appreciated.

In the past year the Council's grant was applied primarily to assist with our administrative costs and other general expenses. We have now received a comprehensive report from a consultant based at Te Papa on our general planning for the Museum which has emphasised our already agreed intention to try and preserve aging and deteriorating items, particularly fabrics and for their better display. This will take time and money.

Right now, we are about to commence a project to improve the hall way on the Oxford Street side of the building to more appropriately display the various items currently located there, including photographs, with new shelving and some freshening-up re-painting. The present wire-netting "cages" will be removed. This will

all cost quite a bit from our reserves with some offset by small grant just received from Trust House. Some of Council's grant will be used to help cover this cost.

Efforts are being made to improve income from donations hence an intention to have a more presentable donations box that is easily seen by visitors. Despite one month in 2015 with no donations at all, January and March this year have been the highest for quite some time. We have taken on board Council's urging to us last year to work on improving visitor income and to "sell ourselves" better.

We will be happy to attend the Council meeting to receive this submission and answer any questions you may have.

Yours sincerely

A handwritten signature in blue ink that reads "Derek Wilson". The signature is fluid and cursive, with the first name "Derek" written in a larger, more prominent script than the last name "Wilson".

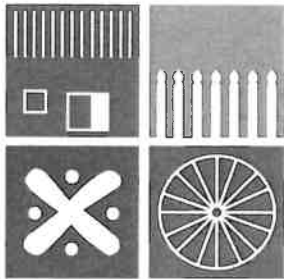
Derek Wilson
Chairman

2016-
2020



Cobblestones Museum

Grey Tuck



COBBLESTONES
museum

Strategic Plan

20016 -2020

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Type the abstract of the document here. The abstract is typically a short summary of the contents of the document.]



Executive Summary

Cobblestones Museum is on a mission to become a regional leader in collecting, exhibiting and communicating the heritage of the Wairarapa Region.

Following a comprehensive review of its 2010 – 2014 Strategic Plan in addition to a very thorough consultation with stakeholders and the wider community a new, more comprehensive strategic plan was formulated and revealed in this document.

The Cobblestones Museum Vision has been confirmed: “to be ranked as the best heritage village and museum experience in New Zealand”.

The Cobblestones Museum mission statement is;

- To provide a unique and educational museum experience using our collection of Wairarapa historic buildings, vintage horse-drawn vehicles, vintage machinery, objects and artefacts to explore the collective history of the early settlers in the Wairarapa.
- To promote, preserve and make accessible through the collection an interest and knowledge of historical & cultural heritage of the Wairarapa and its early settlers.
- To encourage a sense of belonging and pride in the community.
- To be an important sustainable visitor attraction for Wairarapa tourism

Specific strategic initiatives with tangible goals have been developed and timetabled for the 2016 -2020 period. The seven initiatives, incorporating 26 strategic objectives, have been agreed upon and it is believed that they will make a significant contribution to the development and success of Cobblestones Museum.

In brief the initiatives are:

Strategic Initiative 1 - To ensure that all Category 2 listed heritage buildings are fit for purpose and maintained and conserved as per their conservation plan.

Strategic Initiative 2 - To gain the confidence of stakeholders through reviewing the Trust Deed and Board composition.

Strategic Initiative 3 - To engage visitors and create loyal supporters.

Strategic Initiative 4 - to improve access to the collection through exhibits, publishing, programmes events and social media.

Strategic Initiative 5 - To establish a regular flow of information about the museum and its activities to local schools, media, community groups, Friends of Cobblestones volunteers, tourism operators etc.

Strategic Initiative 6 - To improve the museum’s financial viability.

Strategic Initiative 7 - Further develop the buildings, infrastructure and general environment of the museum.

The challenge for Cobblestones Museum now lies in the implementation of these initiatives through producing annual plans, reviews and celebrating the successes we will have.

1. Background

Cobblestones took a big step forward in 2012 when the Board of Trustees identified the construction of a new exhibition building as its priority for the following two years. In November 2014, following a very successful fundraising effort, the new exhibition building incorporating a foyer and collection room was opened to the public. For the first time the public was able to view a significant number of artefacts that had previously been in storage. Following this opening a start was made to cataloguing the large number of objects currently in storage or on display that the museum has in its protection.

In conjunction with this major building project the Board of Trustees established a number of committees to give impetus to placing the museum on a more professional footing. Thanks to the various activities of these committees the following have been achieved;

- ✓ New branding and marketing strategies
- ✓ Training programmes for volunteers
- ✓ Educational programmes for schools
- ✓ Completion of conservation plans for four of our six heritage listed buildings
- ✓ The restoration and public display of a roadman's hut
- ✓ Improvement of the souvenir sales to enhance our income stream
- ✓ Various special day events to raise the profile of the museum

Cobblestones Museum as an organisation relies heavily on volunteers giving freely of their time. The museum is supported by the Friends of Cobblestones who maintain and enhance the grounds and buildings as well as organising special events such as market days, thus raising the museum's profile in the Wairarapa community. Volunteers also staff the front-of-house activities such as meeting visiting groups, selling admission tickets and souvenir sales. A further group of volunteers is being trained to work in the Collection Room cataloguing the numerous artefacts currently in storage.

2. Governance Team

The Cobblestones Museum Trust Board performs an important role as the governing body of the Museum. Primarily focused on setting the policy framework for the organisation, the Board approves the strategic plans and reviews the financial and operational performance. In doing so, Board members execute an important duty of care, for people, for collections and for resources, on behalf of the people of Wairarapa. External to the Museum, Board members have an important responsibility in advocating for the organisation in the wider community and being leading voices for its operational and development needs

3. Vision and Mission

Cobblestones vision and mission statement were discussed extensively by the strategic planning committee and stake holders were consulted.

Cobblestones Museum Vision

"Our vision for Cobblestones Museum is to be ranked as the best heritage village and museum experience in New Zealand"

Cobblestones Museum Mission

- "To provide a unique and educational museum experience, using our collection of Wairarapa historic buildings, vintage horse-drawn vehicles, vintage machinery, objects and artefacts to explore the collective history of the early settlers in the Wairarapa"
- "To promote, preserve and make accessible through the collection an interest and knowledge of historical & cultural heritage of the Wairarapa and its early settlers"

- “To encourage a sense of belonging and pride in the community”
- “To be an important sustainable visitor attraction for Wairarapa Tourism”

During the implementation of this strategic plan, the ways in which we intend to achieve this vision and mission are expected to evolve and metamorphose over the next five years taking into account the people involved and the changing organisational culture, and the challenges and changes we expect to face in our operating environment.

Values and Beliefs – what guides our organisation

- **Accessible** –we make knowledge, information and ideas available
- **Innovative** –we strive to constantly be innovative in the ways we present our events and exhibitions
- **Authentic** – we strive to offer our visitors a unique historic experience
- **Guardianship** – we care for our collection with respect and integrity, mindful of future generations
- **Community** – we work regionally and bi-culturally to produce work that is relevant to our community

4. Strategy

Following an extensive community consultation with time being spent on understanding and defining our organisational culture, the second key step was to undertake a GAP analysis to give us a better understanding of what the difference was between what we aspired to achieve and what we have actually achieved over the past five years. From this exercise and in conjunction with undertaking a SWOT analysis with major stakeholders and the Board of Trustees a TOWS analysis was completed by the strategic planning committee. This allowed us to develop specific Strategic Initiatives and tangible objectives and timelines for the work to be undertaken over the next five years.

From these will come annual plans which will detail, prioritise and timetable how the goals and objectives will be realised. The seven Strategic Initiatives identified outlined below were the outcomes from a rigorous protracted process. They were identified as being the most beneficial and realistic outcomes for our organisation –
“Cobblestones Museum will take a leading role in collecting, exhibiting and communicating the heritage of the Wairarapa Region.”

In total seven Strategic Initiatives were identified, incorporating 26 specific objectives each with specific action plans and timeframes. Spread over five years, together these will be the stepping stones to a continued professional development of Cobblestones Museum as a treasured and respected community –owned asset.

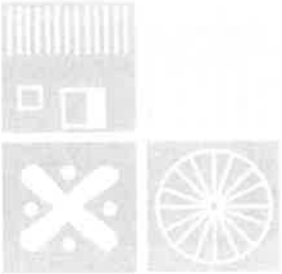
Strategic Initiative 1: To ensure that all category listed heritage buildings are fit for purpose and maintained and conserved as per their conservation plans.

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<ul style="list-style-type: none"> ✚ To replace the woolshed roof and develop new interpretative displays. ✚ Implement a conservation and maintenance plan for all the buildings. ✚ Develop a cottage living environment plan. ✚ Create a 10 year cycle of painting the buildings 	<ul style="list-style-type: none"> • Sources of funding to support the restoration are identified and funding applied for. Contract will be let for the work. Four plans completed, school and hospital to be commissioned. • Develop a concept plan. • Develop programme to repaint each building on a six year cycle. 	<ul style="list-style-type: none"> • Funding confirmed by February 2016 • Project completed before winter 2016 • Plans completed by April 2016 • Concept plan completed by 2016 with implementation to begin during 2016-2017 • Commencing with the woolshed by May 2016.

Strategic Initiative 2: To gain the confidence of stakeholders through reviewing the Trust Deed and Board composition.

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<ul style="list-style-type: none"> ✦ To review the trust deed in conjunction with the Friends and volunteers. ✦ Review the current operations structure. ✦ Share the strategic plan with identified stakeholders. 	<ul style="list-style-type: none"> • Convene a review committee. • Review Committee to report recommendations to full board. • Establish a review committee with terms of reference • Develop a training plan that identifies who needs training and what training they need. • Undertake a full review following February 2016 • Develop a strategy to combine Friends and volunteers into one. • Board to implement quarterly meetings with Friends and volunteers 	<ul style="list-style-type: none"> • Beginning of 2016 • February 2017. • To be completed by June 2016 • Annual training programme to be completed by March, 2016. • Recommendations reported to the Board by July 2016 • Commence from February 2016. • Regular scheduled meetings between 2016 and 2020

Strategic Initiative 3: To engage visitors and create loyal supporters.

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<p>↓ 95% of visitors rate their experience good to excellent.</p> <p>↓ Implement a digital marketing plan</p> 	<ul style="list-style-type: none"> • Develop customer service training for all volunteers. • Develop a project plan to know our visitors • Design and implement a formal survey • Develop internet/social media marketing plan that is cost effective and targets new customers. Measure by page hits, Facebook likes. • Grow Internet based information –across all apps, phone technology. • Trip Advisor & other web based social travel platforms- implement training for trip advisor. Grow trip advisors comments to 100+ • Grow wedding/function business for Cobblestones to 15 functions annually by 2016 and 30 functions annually by 2017. • Develop database of contacts • Send newsletters to target markets 	<ul style="list-style-type: none"> • November 2016 • Completed by July 2016 • Completed by March 2017, report to Board by May 2017. To be repeated every summer between 2017 and 2020 • January 2016 through to 2020. Report half yearly on numbers and comments. • Commences in 2016, continues through to 2020. • between March and August 2016 • 2016/2017 • 2017

<ul style="list-style-type: none"> ✦ Provide the volunteers with ongoing professional training. ✦ 10 new members join either the friends or volunteers each year. 	<ul style="list-style-type: none"> • Develop a training manual and implement training programme • Work with Friends and volunteers to recruit more help. 	<ul style="list-style-type: none"> • August 2016 • 2016 • Report yearly on recruitment numbers. • 2016 to 2020.
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Strategic Initiative 4: To improve access to the collection through exhibits, publishing, programmes events and social media.

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<ul style="list-style-type: none"> ✦ Develop a five year plan of exhibitions and events. 	<ul style="list-style-type: none"> • Arrange summer programme of events – second Sunday of each month. • Develop events program • Develop school, pensioner programs • Displays and exhibits in heritage buildings will be progressively upgraded and collection objects contained within 	<p>2017</p> <p>2017/2018</p> <p>2017/2018 and beyond</p> <ul style="list-style-type: none"> • Woolshed 2016 • Hastwell stable and Hospital 2018 • Church and School 2019

<p>✚ Work with Papawai Marae in developing a combined exhibition.</p> <p>✚ Identify items in the collection that can be used in a “hands on” exhibit.</p> <p>✚ Undertake design work to implement the upgrade of exterior interpretative signage.</p> <p>✚ Complete the installation of exhibition lighting in exhibition building.</p>	<ul style="list-style-type: none"> • Collection cataloguing: the following buildings will be catalogued. • Arrange meeting with Papawai Marae committee to explore developing a working partnership. • Design to be confirmed and commissioned. • Signs to be completed and erected. • Continue to seek the support of identified source to complete this project. 	<ul style="list-style-type: none"> • Cottage 2020 • End of 2016 • December 2016 • 2016 • December 2017 • December 2016
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Strategic Initiative 5: To establish a regular flow of information about the museum and its activities to local schools, media, community groups, Friends of Cobblestones, volunteers, tourism operators etc.

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<ul style="list-style-type: none"> ✦ Develop and implement a marketing plan. 	<ul style="list-style-type: none"> • Tourism NZ etc • Host Journalists to Cobblestones 	<ul style="list-style-type: none"> • February 2016
<ul style="list-style-type: none"> ✦ Promote Cobblestones as a destination 	<ul style="list-style-type: none"> • Develop events program 	<ul style="list-style-type: none"> • February 2017
<ul style="list-style-type: none"> ✦ Identify and approach local after-school or holiday organisation with a view to a joint partnership with the museum. 	<ul style="list-style-type: none"> • Develop school, pensioner programs 	<ul style="list-style-type: none"> • December 2016
<ul style="list-style-type: none"> ✦ Raise the museums profile through producing and distributing six newsletters each year. 	<ul style="list-style-type: none"> • Investigate the use internet based crowd funding for special projects • Look at sponsorship arrangements for naming rights • Develop e-commerce business with products for sale at Cobblestones 	<ul style="list-style-type: none"> • 2018 • 2017 • 2019
<ul style="list-style-type: none"> ✦ A minimum of 4 school groups visit the museum per term. 	<ul style="list-style-type: none"> • Contact schools via mail or email 	<ul style="list-style-type: none"> • February 2016

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<ul style="list-style-type: none"> ✚ Build a business relationship with Schoc Chocolate. ✚ Manage operational costs ✚ Improve revenue 	<ul style="list-style-type: none"> • Board Chair to arrange regular meeting with Schoc management. • Develop better financial reporting systems. • See marketing initiatives above 	<ul style="list-style-type: none"> • 2016 • February 2018 • Ongoing

Strategic Initiative 7: Further develop the buildings, infrastructure and general environment

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<ul style="list-style-type: none"> ✚ Electrical reticulation project. ✚ Steam Shed to be expanded. ✚ Carriage shed to be upgraded and extended. ✚ Decision to be made on the retention of the Fire station. ✚ Decision on the future use of the Blacksmith shop. 	<ul style="list-style-type: none"> • Funding is to be finalised. • Tenders called. • Construction to be completed. • Concept plan drawn and presented to the Board. • Funding arranged. • Tenders called. • Building completed and new display fitted out. • Review completed and recommendations made to the Board. • Review completed and recommendations made to the Board. 	<ul style="list-style-type: none"> • February 2016 • March 2016 • September 2016 • August 2016 • December 2016 • Early 2017/2018 • July 2016 • April 2016

5 Future Actions

Our challenge now lies in implementing these seven strategic objectives. As needed, sub-committees will be developed by combining the sub-committees, individuals with necessary skill sets to ensure that the action plans are carried out in a smart and efficient manner.

Item	Description	Timeframe
Progress reporting	Sub-committees to report tri-monthly on the implementation of their areas of responsibility in the annual plan.	From the beginning of 2016 and every three months thereafter.
Milestones	Every six months for the next four years, milestone reports will be scheduled at which each of the identified sub-committees will report back to the Board on the progress made to date on these Strategic objectives and the plan for the future. These milestones will be shared with volunteers and Friends to provide a forum for discussion, idea-sharing and Board interaction. This will ensure all Friends and volunteers are aware of the progress, as well as to provide an opportunity to ensure progress does not stagnate and is sustained throughout the four years.	March 2016 September 2016 March 2017 September 2017 March 2018 September 2018 March 2019 September 2019 March 2020 September 2020
Two year Review	In 2018, a review will occur which will represent the halfway point of this Strategic Plan. This will be an opportunity for the Board of Trustees to reassess the objectives and progress, make amendments as needed and discuss any market/industry changes which may impact on the success of any of the objectives.	September 2018
Prepare for the next plan	As 2020 approaches, progress towards the next Strategic Planning workshop will commence, building on the current plan, for the creation of the next Strategic Plan 2020 - 2024	March 2019
Celebrate our successes	The successful implementation of this Strategic Plan relies on the sub-committees Friends and volunteers ability to celebrate the positive outcomes as they occur throughout the process. This may be integrated with the milestone and review phases, or may be at the culmination of a finished project.	Friends and volunteers meeting agendas used for discussing achievements Updates integrated into Cobblestones website. Recognition events



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ROSEINGRAVE & VALLANCE LTD

Financial Reports
Cobblestones Trust
For the Year Ended 31st May 2015

Financial Reports
COBBLESTONES TRUST
For the Year Ended 31st May 2015

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Directory
COBBLESTONES TRUST
As at 31st May 2015

IRD Number	033-319-266
Business Location	169 Main Street Greytown 5712
Accountants	ROVA Chartered Accountants 34 Bannister Street Masterton
Bankers	Bank of New Zealand
Auditor	Moore Stephens Wairarapa Audit

Statement of Financial Performance

COBBLESTONES TRUST

For the Year ended 31st May 2015

	2015	2014
INCOME		
Greytown Trust Lands Trust	30,410	30,723
South Wairarapa District Council	10,680	10,000
Rent	12,516	11,076
Gate Takings	21,818	11,959
Donations	6,642	3,699
Horse Rides/Films/Ground Use	52	70
Admin/Hall Hire	735	1,064
Wishing Well	231	199
Church Hire	548	870
Sundry Income	775	1,454
Interest Received	1,023	866
Wage Subsidy	5,870	-
Sales (souvenirs)	3,396	937
Total Income	<u>94,696</u>	<u>72,917</u>
LESS COST OF SALES		
Opening stock	467	684
Purchases	1,077	470
	<u>1,544</u>	<u>1,154</u>
<u>Less</u>		
Closing Stock	899	467
Total Cost of Sales	<u>645</u>	<u>687</u>
GROSS SURPLUS FROM TRADING	<u>94,051</u>	<u>72,230</u>
OTHER INCOME		
Interest on Investment New Entrance Account	343	2,136
Eastern & Central Community Trust	20,000	100,000
Trust House Foundation	40,000	15,000
Carterton District Council	15,000	5,000
Masterton District Council	5,000	10,000
Greytown Trust Lands Trust	-	252,669
South Wairarapa District Council	10,000	12,000
Pharazyn Charitable Trust	-	3,000
Muter Charitable Trust	-	3,000
NZ Lottery Grants Board	20,636	273,364
Community Donations	30,150	20,005
Fundraising	1,000	7,200
	<u>142,129</u>	<u>703,374</u>
LESS EXPENSES (AS PER SCHEDULE)		
Operating Expenses	40,005	22,574
Administration Expenses	62,304	38,316
Overhead Expenses	14,408	9,953
Non-Cash Expenses	29,578	28,978
Total Expenses	<u>146,295</u>	<u>99,821</u>
NET OPERATING SURPLUS/ (DEFICIT)	<u>89,885</u>	<u>675,783</u>

NOTE: This Statement is to be read in conjunction with the Notes to the Financial Statements.



Schedule of Expenses
COBBLESTONES TRUST
 For the Year ended 31st May 2015

	2015	May 2014
OPERATING EXPENSES		
Advertising	3,596	3,103
Cleaning & Laundry	1,367	589
Electricity	3,354	1,675
Repairs & Maintenance	9,334	6,261
Garden Maintenance	2,624	385
Fuel	620	488
Wages/ Salaries - Employees	19,110	10,073
TOTAL OPERATING EXPENSES	<u>\$40,005</u>	<u>\$22,574</u>
ADMINISTRATION EXPENSES		
Auditor Fees	1,850	1,838
Accountancy Fees	1,500	-
Administration	1,680	547
Bank Charges	166	174
Conservation Plans	20,000	-
Development Expenses - Projects	1,243	511
Eftpos Admin & Rental	791	775
Ground Lease	31,350	31,350
General Expenses	1,540	787
Legal Expenses	-	557
Subscriptions	335	335
Telephone, Tolls & Internet	1,849	1,399
Training	-	43
TOTAL ADMINISTRATION EXPENSES	<u>\$62,304</u>	<u>\$38,316</u>
OVERHEAD EXPENSES		
Insurance	4,970	5,475
Interest - Loans	5,216	-
Rates	4,222	4,478
TOTAL OVERHEAD EXPENSES	<u>\$14,408</u>	<u>\$9,953</u>
NON-CASH EXPENSES		
Depreciation (As per schedule)	27,536	28,978
Loss on Sale	2,042	-
TOTAL NON-CASH EXPENSES	<u>\$29,578</u>	<u>\$28,978</u>

NOTE: This Statement is to be read in conjunction with the Notes to the Financial Statements



Statement of Movements in Trust Funds

COBBLESTONES TRUST

For the Year ended 31 May 2015

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	2015	2014
TRUST FUNDS		
Opening Balance	1,609,351	933,568
Surplus/ (Deficit) for the year	<u>89,885</u>	<u>675,783</u>
Total recognised revenue and expenses	89,885	675,783
CLOSING BALANCE	<u><u>1,699,236</u></u>	<u><u>1,609,351</u></u>

NOTE: This Statement is to be read in conjunction with the Notes to the Financial Statements.



Balance Sheet

COBBLESTONES TRUST

As at 31st May 2015

	2015	2014
CURRENT ASSETS		
Cash on Hand	250	191
BNZ - Current Account	7,222	18,285
BNZ - Achiever Savings Account #2	1,775	7,606
BNZ - Horse Drawn Account	768	6,687
BNZ - Project Account	10,264	20,216
New Building Account	165	833
GST Refund Due	4,090	12,497
Sundry Debtors (Accounts Receivable)	68,665	100,050
Stock on Hand	899	467
	<u>94,098</u>	<u>166,832</u>
NON-CURRENT ASSETS		
Land	225,000	225,000
Buildings	1,361,820	496,791
Exhibits Valuation	119,687	49,885
Plant & Equipment	4,545	5,758
	<u>1,711,052</u>	<u>777,434</u>
INVESTMENTS		
Sundry Debtors (non current)	-	52,669
Asset Under Construction	-	769,302
	<u>-</u>	<u>821,971</u>
TOTAL ASSETS	<u>1,805,150</u>	<u>1,766,237</u>
CURRENT LIABILITIES		
Sundry Creditors (Accounts Payable)	4,240	156,886
Accruals	1,655	-
	<u>5,895</u>	<u>156,886</u>
NON-CURRENT LIABILITIES		
BNZ Term Loan	100,019	-
	<u>100,019</u>	<u>-</u>
TOTAL LIABILITIES	<u>105,914</u>	<u>156,886</u>
NET ASSETS	<u>\$1,699,236</u>	<u>\$1,609,351</u>
Represented by;		
Trust Funds	<u>1,699,236</u>	<u>1,609,351</u>
TOTAL TRUST FUNDS	<u>\$1,699,236</u>	<u>\$1,609,351</u>

For and on behalf of Cobblestones Trust

Chairperson

G. Gray
 G. GRAY

Treasurer

M. L.

Date:

17-8-15

17-08-15

NOTE: This Statement is to be read in conjunction with the Notes to the Financial Statements



Schedule of Fixed Assets & Depreciation

COBBLESTONES TRUST

For the Year ended 31st May 2015

Asset	Private Use	Cost Price	Book Value 01/06/2014	Additions Disposals	Gain/Loss on Disposal	Capital Profit	Depreciation Mth Rate	Accum Deprec 31/05/2015	Book Value 31/05/2015
LAND									
Freehold Land		64,000	64,000				12 0.0% DV	0	64,000
Adjusted Value Land		161,000	161,000				12 0.0% DV	0	161,000
Sub-Total		225,000	225,000						225,000
BUILDINGS									
Building Valuation		233,500	58,380				12 14.0% DV	8,173	183,293
Adjusted Value Buildings		462,137	425,167			17,007	12 4.0% DV	53,977	408,160
Car Park		3,924	3,924			0	12 0.0% DV	0	3,924
Front Fence		4,896				0	12 0.0% DV	4,896	0
New Garden		2,403	2,403			0	12 0.0% DV	0	2,403
Strong Room		5,585	1,675			201	12 12.0% DV	4,111	1,474
Security Screen		2,290	122			52	12 43.0% DV	2,220	70
Print Building Rewiring		2,089	1,760			88	12 5.0% DV	417	1,672
Ramp Shoe Shop		3,440	3,360			67	12 2.0% DV	147	3,293
Portacabin / Offices Building				8,886		700	7 13.5% DV	700	8,186
New Entrance Building				882,431		0	2 0.0% DV	0	882,431
Sub-Total		720,264	496,791	891,317		26,288		249,761	1,361,820
EXHIBITS VALUATION									
Exhibits Valuation		49,885	49,885			0	12 0.0% DV	0	49,885
New Building Fitout 2015				70,389		587	1 10.0% DV	587	69,802
Sub-Total		49,885	49,885	70,389		587		587	119,687
PLANT & EQUIPMENT									
Various @ Valuation		10,800				0	12 0.0% DV	0	10,800
Typewriter		578				0			0

NOTE: This Statement is to be read in conjunction with the Notes to the Financial Statements.



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Schedule of Fixed Assets & Depreciation
CORBLESTONES TRUST
For the Year ended 31st May 2015

Asset	Private Use	Cost Price	Book Value 01/06/2014	Additions Disposals	Gain/Loss on Disposal	Capital Profit	Depreciation Mth Rate	Accum Deprec 31/05/2015	Book Value 31/05/2015
Security Systems		787					12 0.0% DV	0	787
Compost Bins		730					12 0.0% DV	0	730
Vacuum cleaner		177					12 0.0% DV	0	177
Security Screens		1,441		0				0	0
App Lights		924		0				0	0
Air Compressor		426	2	0			12 93.0% DV	2	426
Arc Welder		150		0				0	0
Leaf Blower		400					12 0.0% DV	0	400
Water Blaster		599	70				12 36.0% DV	25	554
Knapsack Sprayer		227	45	0	(45)			5	156
Flags		160	9	0			12 55.0% DV		4
3 Tape Recorders		600		0					0
Digital Camera		669	179	0	(179)				0
Wheels-Road Till		250	63	0	(63)				0
Air Broom		506	166	(35)	(131)				0
Domain Name		695	235	0	(235)				0
Office Chairs (36)		219	219	0	(219)				0
12" Digital Photoframe (2)		933	499	0	(499)				0
2nd Hand Fridge		896	536	0	(536)				0
Haier Fridge		200	135	0	(135)				0
Ride on Mower LT1742		513	442				12 7.0% DV	31	102
Steeffort Till Trailer		3,043	2,620				12 7.0% DV	183	606
SecuGuard Security Safe		347	299				12 7.0% DV	21	69
Sam's Cash Register		275	239				12 7.0% DV	17	53
Leaf Blower				999			10 40.0% DV	333	333
Sub-Total		26,545	5,758	526	(2,042)		5 20.0% DV	44	44
			1,490					661	15,237
TOTAL		1,021,694	777,434	963,196	(2,042)			27,536	265,585
									1,711,052

NOTE: This Statement is to be read in conjunction with the Notes to the Financial Statements.



Notes to the Financial Statements

COBBLESTONES TRUST

For the Year ended 31st May 2015

1. STATEMENT OF ACCOUNTING POLICIES

The financial statements presented here are for the entity COBBLESTONES TRUST, a registered charity under the Charities Act 2005 and incorporated under the Charitable Trusts Act 1957.

These financial statements have been prepared in accordance with generally accepted accounting principles as defined by Financial Reporting Standards.

Unless otherwise stated, these financial statements have been prepared on an historical cost basis. Accrual accounting is used to match expenses and revenues.

(a) **Changes in Accounting Policies**

There have been no changes in accounting policies. All policies have been applied on bases consistent with those used in previous years.

(b) **Fixed Assets & Depreciation**

The entity has the following classes of fixed assets;

Land
Buildings
Exhibits Valuation
Plant & Equipment

All fixed assets are initially recorded at cost with depreciation being deducted on all tangible fixed assets other than freehold land, in accordance with rates set out in the Income Tax Act 2007.

If any assets are re-valued this will be clearly shown in the Fixed Asset Register.

Exhibits were valued in 1999 and no changes have been recorded since that date. No depreciation has been written off these exhibits.

The original Building valuation and Plant & Equipment valuation were undertaken in 1994 and depreciation has been claimed on these.

An adjustment to the valuation of Buildings and Freehold land was made in September 2011. Valuation was provided by Quotable Value NZ Ltd.

(c) **Goods & Services Tax**

The Statement of Financial Performance has been prepared so that all components are stated exclusive of GST. All items in the Balance Sheet are stated net of GST except for Accounts Receivable & Accounts Payable which are stated inclusive of GST.

(d) **Stock**

Inventories are recorded at the lower of cost (determined on a first in first out basis) and net realisable value.

(e) **Investments**

Investments are carried at the lower of cost or net realisable value.

(f) **Receivables**

Receivables are stated at their estimated realisable value. Bad debts are written off in the year in which they are identified.



Notes to the Financial Statements

COBBLESTONES TRUST

For the Year ended 31st May 2015

2. INCOME TAX

The Trust is a registered charitable entity under the Charities Act 2005, and accordingly is exempt from income tax under sections CW41 and CW42 of the Income Tax Act 2007.

3. GRANTS

Grants received are recognised in operating revenue, unless specific conditions attached to a grant and repayment of the grant is required where these conditions are not met. In these cases, the grant is treated as a liability until the conditions are met.

4. DONATIONS, GATE TAKINGS & SALES

These types of income are recognised on a cash received basis.

5. COMPARATIVES

The comparative figures in the financial statements related to a period of twelve months. Where appropriate, the comparative figures have been restated in order to conform with this year's presentation.

6. AUDIT

These financial statements have been subject to audit, please refer to the Independent Auditor's Report.

7. CONTINGENT LIABILITIES

At balance date there are no known contingent liabilities (2014:nil).

8. SECURITIES AND GUARANTEES

(a) Bank Overdraft

There was no overdraft as at balance date.

(b) Term Loans

BNZ Term Loan secured over Freehold Land at 169 Main Street Greytown. Interest @ 4.34%

9. RELATED PARTY TRANSACTIONS

The Trust has the following related party transactions:

A Board member, Mr Graeme Gray, is a supplier of building materials for some projects undertaken by Cobblestones Trust. Mr Gray excludes himself from the meeting when decisions are made on these transactions.

A Board member, Mr Graeme Gray, is a Trustee of Greytown Trust Lands ("GTL") from whom the Trust lease the land on which they operate. Mr Gray excludes himself from the meeting when decisions are made regarding GTL.

A Board member, Mr David Montgomerie, is an elected councillor on the South Wairarapa District Council ("SWDC") as well as a Trustee of Greytown Trust Lands ("GTL") from whom the Trust receives funding. Mr Montgomerie excludes himself from the meeting when decisions are made regarding SWDC or GTL.



Notes to the Financial Statements

COBBLESTONES TRUST

For the Year ended 31st May 2015

10. RENTAL LEASE - SCHOC SHOP

The Board has renewed the lease for the Schoc Shop from 1 January 2015 for a period of 2 years with annual rental being \$16,711.80 including GST.

11. RENTAL LEASE - GREYTOWN TRUST LANDS

The Board has a perpetual land lease with Greytown Trust Lands for the lease of the land from which the Trust operates - 169 Main Street, Greytown. Each year the Trust receives a grant towards this rental, and in the 2015 year the amount received was \$30,410. Greytown Trust Lands advise that there is no guarantee such an arrangement will continue in the future.

The amount paid to the Greytown Trust Lands for the 2015 year for the ground lease was \$31,350. The lease is due for review in 2017.

12. DONATION OF MATERIALS & VOLUNTARY LABOUR

The Board acknowledges the support and donations of materials and voluntary labour during the year from various individuals and organisations including "The Friends of Cobblestones". This support is greatly appreciated. No monetary value has been placed on these donations and accordingly no amount has been recorded in the financial statements.

13. SUBSEQUENT EVENTS

Funding has been secured from the following sources:

- South Wairarapa District Council has committed funding of \$15,000 per year for the next three years.
- Masterton District Council has committed funding of \$1,000 per year for the next three years.

14. COMMITMENTS

At balance date there were no known operating or capital commitments. (2014: front entrance building & eftpos machine lease, both commitments ceased during this financial year).



**MOORE STEPHENS
MARKHAMS**

AUDIT AND ASSURANCE

Independent auditor's report

To the Trustees of Cobblestones Trust

We have audited the financial statements of Cobblestones Trust on pages 2 to 10, which comprise the balance sheet as at 31 May 2015 and the statement of financial performance, and statement of movements in trust funds for the year then ended, and a summary of significant accounting policies and other explanatory information

Trustees' responsibility for the financial statements

The trustees are responsible for the preparation and fair presentation of these financial statements in accordance with generally accepted accounting practice in New Zealand and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with international standards on auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other than our capacity as auditor we have no relationship with, or interests in, Cobblestones Trust.

Basis for qualified opinion

The Trust's reported income includes cash received from donations, fundraising, gate takings, and other cash based income items.

In common with similar organisations, control over such cash income prior to being recorded is limited and there are no practical audit procedures to determine the effect of this limited control.

As stated on page 8 the Trustees have valued land and buildings at the September 2011 Rating Valuation. This is a departure from Financial Reporting Standard No. 3 "Accounting for Property, Plant and Equipment", which requires revalued properties to be recorded in the Statement of Financial Position at net current value based on a valuation by an independent valuer undertaken at

**MOORE STEPHENS
MARKHAMS**

AUDIT AND ASSURANCE

least every 5 years. Because no current valuation has been obtained, we are unable to quantify the effect of this departure.

In these respects, we have not obtained all the information and explanations that we have required.

Qualified opinion

In our opinion, except for the effects of the matters described in the Basis for Qualified Opinion paragraph, the financial statements on pages 2 to 10 present fairly, in all material respects, the financial position of Cobblestones Trust as at 31 May 2015 and its financial performance for the year then ended in accordance with generally accepted accounting practice in New Zealand.

Moore Stephens Wairarapa Audit

Moore Stephens Wairarapa Audit | Chartered Accountants, Masterton, New Zealand
17 August 2015

Consent No 160131
Valuation Ref 1848003600
Parcel ID 3998281
Building Category R1
Description New garage
Project Status Issued
Disallow Bookings No
Restricted Building No
Project Location 42-44 Weld Street, Martinborough
Legal Description LOT 26 DEEDS PLAN 24
Project Value 25000
Proposed Use Outbuildings
BC Application Date 29 Apr 2016
BC Granted Date 12 May 2016
BC Issued Date 12 May 2016
CCC Issued Date
CPU Application Date
CPU Issued Date
COA Application Date
COA Issued Date
Owner/Agent Name P Thomas
Address 42 Weld St, Martinborough
Agent Name Versatile Building
Agent Address PO Box 25, Masterton 5840
Agent Phone 06 3788002
Agent Phone (alt)
Designer Spanbild NZ Ltd
Builder
Plumber
Drainlayer
Building Name Garage

Last Inspected	Status	Inspection Type	Inspector	Notes
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COBBLESTONES OPERATIONAL BUDGET 2015/6

	Budget 2014/15	Budget 2015/16
INCOME		
Grants		
Greytown Lands Trust	\$30,500.00	\$30,195.00
South Wairarapa DC	\$10,000.00	\$15,000.00
Carterton DC	\$0.00	\$0.00
Masterton DC	\$0.00	\$0.00
Other	\$7,500.00	\$0.00
Total	\$48,000.00	\$45,195.00
Operating Activities		
Rent	\$11,500.00	\$14,532.00
Gate Takings	\$15,000.00	\$18,000.00
Donations	\$4,000.00	\$4,000.00
Horse rides, films, ground use	\$100.00	\$100.00
Admin room hire	\$1,000.00	\$1,000.00
Wishing well	\$200.00	\$200.00
Church hire	\$2,000.00	\$1,000.00
Sundry Income	\$1,600.00	\$1,600.00
Interest	\$500.00	\$500.00
Total	\$35,900.00	\$40,932.00
Trading Activities		
Souvenirs surplus	\$1,000.00	\$1,000.00
TOTAL INCOME	\$84,900.00	\$87,127.00
EXPENDITURE		
Operating Expenses		
Rates	\$5,300.00	\$5,500.00
Ground lease	\$32,000.00	\$32,000.00
Power	\$4,000.00	\$4,000.00
Phone/Internet	\$750.00	\$1,200.00
Internet Services	\$1,000.00	\$0.00
Sanitation	\$1,200.00	\$1,500.00
Insurance	\$5,000.00	\$5,000.00
Wages	\$12,000.00	\$12,000.00
Advertising/Marketing	\$2,000.00	\$4,000.00
General Expenses	\$1,000.00	\$1,500.00
Fuel, oil, motor repairs	\$750.00	\$1,000.00
Administration	\$500.00	\$1,000.00
Audit fee	\$2,000.00	\$3,000.00
Eftpos admin and rental	\$750.00	\$750.00
Bank fees	\$180.00	\$180.00
Bank interest	\$7,500.00	\$2,200.00
Subscriptions	\$380.00	\$400.00
Building maintenance	\$7,000.00	\$7,000.00
Grounds Maintenance	\$500.00	\$1,500.00
Displays	\$1,000.00	\$3,000.00
Total	\$84,810.00	\$86,730.00
CASH SURPLUS/DEFICIT	\$90.00	\$397.00