

1 Introduction

This statement is submitted by the Tasman Bays Heritage Trust (the Trust) as a Council Controlled Organisation of Nelson City Council and Tasman District Council (the stakeholders), and in terms of Section 64 of the Local Government Act, 2002, and sets out the intentions and expectations of the Trust for the period **1 July 2015 - 30 June 2016**. This is the lead document and is accompanied by the Strategic Plan agreed by the Board of Trustees.

2 Principal Objectives

The aim of the Trust shall be to:

- 2.1 foster, promote and celebrate a sense of history and awareness of the importance of the Nelson and Tasman region's heritage and identity and the relationship of the Tangata Whenua as kaitiaki of taonga Maori within the rohe of Te Tau Ihu; and
- 2.2 be a good employer; and
- 2.3 exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- 2.4 conduct all trading affairs in accordance with sound business practice.

3 Governance Statement

3.1 Structure, Function and Obligations of the Board.

3.1.1 The Role of the Board

- To set policy.
- Ensuring the Trust meets its objectives approved in the Deed of Trust, Statement of Intent and Memorandum of Understanding with the two Council stakeholders.
- Ensuring the Trust complies with all its lawful obligations.
- Ensuring sound financial management of the Trust.
- Ensuring the stakeholders are kept well informed on all relevant issues, and that there are no surprises on matters likely to cause community or political concern.
- Encouraging the stakeholders to take an active and positive role in ensuring that the museum meets its objectives and continues to aim for sustainable growth within the community
- Employing the Chief Executive (including entering into a performance management agreement, reviewing performance and setting remuneration).

3.1.2 Composition of the Board

- The Board is made up no more than seven, nor less than five, non-executive Trustees.

- The appointment, rotation and removal of Trustees shall be in accordance with the procedures defined in the Deed of Trust and the Councils policy and procedure for the joint appointment of directors/trustees of council controlled organisations and council controlled trading organisations.

3.2 Guidance and Resources Provided to Board Members

3.2.1 Resources available to Board members to carry out their duties:

Sound financial management systems that provide Board reports as follows:

- Statement of Financial Position for the preceding month and year to date.
- Statement of Financial Performance for the preceding month and year to date.
- Statement of Cash Flow for the preceding quarter and forecast for next quarter.
- Schedule of Fixed Assets for the preceding quarter and year to date.
- Chief Executive's report addressing issues related to the Trust and Museum performance against objectives (financial and non-financial).

3.2.2 The Board will ensure that relevant training opportunities and an induction kit are made available to Trustees.

3.2.3 Code of Conduct:

- All Board members shall observe the Governance Charter, 2008.
- All Board members will be required to comply with the New Zealand Institute of Directors "Code of Proper Practice for Directors".
- All Board members will apply their best endeavours to ensure the Trust achieves the financial, cultural, social and environmental objectives defined in Section 2 of this document.
- All Board members will apply their best endeavours to ensure the Trust complies with the requirements of its Deed of Trust, Memorandum of Understanding and the statutory compliance of the annual Statement of Intent and Strategic Plan.
- All Board members will apply their best endeavours to ensure the Trust complies with the Museums Aotearoa Code of Ethics.
- Board members are expected to devote the time, diligence, effort and commitment to allow the board to achieve its objectives.

3.3 Significant Policies in Place for Accountability

3.3.1 The Board shall ensure the Trust complies with the reporting requirements of the Local Government Act, the Trust Deed and those outlined in Section 7 of this document.

3.3.2 Risk Management Policies:

- The Board shall ensure that appropriate insurance is maintained on all insurable risks of the Trust, and in particular public liability insurance.
- The Board shall ensure that the Trust has systems in place to achieve compliance with the Health & Safety in Employment Act 1992 and subsequent amendments.
- The Board shall review appropriate security measures to safeguard assets (cash, collection, archives) and staff handling of such assets.

3.3.3 Remuneration

- Trustees may with the prior approval of both Councils, and in accordance with the Terms of the Deed of Trust, resolve to pay themselves an annual remuneration.

4 Nature and Scope of Activities

The objects for which the Trust is established are detailed in the Deed of Trust:

- To manage and operate the Museum in accordance with the Strategic Plan, to manage the Trust's assets and facilities, and acquire and manage the collections, including research collections of archives, library and photographs, and to operate them for the benefit of the residents of the region and the public generally, in accordance with the Strategic Plan;
- To recognise the special nature of the history of the region and the role of Tangata Whenua as kaitiaki of taonga Maori and special contribution to the heritage and identity of Te Tau Ihu;
- To support the strategic direction and policies of Nelson City Council and Tasman District Council in relation to cultural heritage issues and to enhance the special character of the region by protecting and celebrating its heritage and promoting it as a destination for cultural tourism (in association with Nelson Tasman Tourism, other regions and Tourism NZ);
- To foster support from a wide network including employees, volunteers, iwi, life associates, ratepayers and residents, educational providers, domestic and international visitors, heritage and other interest groups, corporate sponsors, private donors and supporters, philanthropic / funding agencies, Museums Aotearoa and departments of the New Zealand government;
- To foster effective participation with the community on heritage matters;
- To develop exhibition programmes and education policies for the Trust facilities and Museum services, with a view to maximising public utilisation of these facilities and services at TA445 in Nelson City and the Research Facility at Isel Park.
- To provide services which relate to the education of the residents of the Nelson and Tasman region, the rohe of Te Tau Ihu, and the wider community generally, relating to the region's past history and heritage issues relating to the present time; via exhibitions, our website and direct and electronic access to collections;
- To collaborate with other museums and facilities within the region to maximise community input into heritage issues;
- To develop and maintain partnership programmes with other Museums;
- To consult with and seek input from the community generally by whatever manner the Trustees deem appropriate to enable the services provided by the Trust and the Museum to be in accordance with the wishes of the community;

- To retain Acquisition, Deaccession, Exhibition and Collection Policies for the Trust;
- To provide all financial, administration, marketing, technology and other services required for the Trust facilities;
- To acquire land and other assets where such land or other assets can be used in conjunction with the Trust facilities or to promote the aims and objectives of the Trust;
- To ensure that all facilities are managed effectively;
- To comply with all relevant legislation and regulations and, where practicable, observe and support all international conventions and treaties as they relate to museums and items held by museums;
- To protect and manage for the benefit of the Museum all intellectual property, including trademarks, copyright and any reproduction rights;

Generally to do all acts, matters and things that the Trustees consider necessary or conducive to further or attain the objects and aims of the Trust set out above.

5 Accounting Policies

The reporting entity is Tasman Bays Heritage Trust. The financial year is from 1 July until 30 June.

The Trust reports financially under the new Accounting Standards Framework implemented by the Financial Accounting External Reporting Board to effect changes enacted by the new Financial Reporting Act 2013. For Financial Reporting purposes the Trust is a “Not-For-Profit Public Benefit Entity”. The Trust reports under the Tier 3 PBE Accounting Standards. All transactions in the financial statements are reported using the accrual basis of accounting.

The Trust has elected to opt up to Tier 2 PBE Accounting Standard for PBE IPSAS 17 Property, Plant and Equipment so that it can revalue its assets to fair value, and opt up to PBE IPSAS 29 and PBE IPSAS 30 to enable Council loans to be recognised at their fair value.

The Trust reports internally on a monthly accounting cycle with actuals for the Statement of Financial Performance and Statement of Financial Position being presented to Management and the Board monthly. Progress against budgets and forecasts is regularly monitored internally and reported against.

The Accounting policies are those set out in the Trust’s Annual Report.

5.1 Measurement Base

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

5.2 Goods and Services Tax

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

5.3 Fixed Assets

Tasman Bays Heritage Trust has the following classes of assets:

- Land, Buildings and Improvements
- Plant and Equipment
- Exhibition Fit Outs – permanent gallery
- Office Furniture and Fittings
- Collections

All fixed assets acquired from the Nelson Provincial Museum [NPM] in 2000-01 were recorded at their previous book value. Subsequent additions are recorded at cost. Collection assets donated to, or acquired by, the Trust are recorded and are not subject to depreciation. Items with a value greater than \$500 are approved prior to accession and where practicable a value is assigned based on research.

5.4 Depreciation

The Trust adheres to its Depreciation Policy. Each asset group has been assigned an appropriate depreciation rate calculated to allocate asset costs over their estimated life.

Land and Buildings are assessed on Fair Value. A new schedule was adopted in 2009-10. Buildings are valued for Audit and Insurance purposes biennially.

5.5 Financial Instruments

The Trust is party to financial instruments as part of its normal operations. These financial instruments include; bank accounts, short-term deposits, accounts receivable, accounts payable and loans.

Revenue and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance.

All financial instruments are recognised in the Statement of Financial Position.

5.6 Employee Entitlements

Provision is made in respect of the Trust's liability for annual leave. Annual leave has been calculated on an actual entitlement basis at current rates of pay.

5.7 Audit and Risk Management Committee

This Board sub-committee was established in 2008-9 to consider all financial and accounting information and to identify and assist in the management of the risk framework.

6 Performance Targets

6.1 Annual Objectives

As detailed in the Strategic Plan document.

- Governance, Financial and Strategic Performance Objectives set by the Board
- Service Performance Objectives developed by the CEO with senior staff

6.2 Governance Obligations

- Operate within the annual budget at all times.
- Consult with Te Tai Ao Komiti to assist with kaitiakitanga of taonga Maori.
- Maintain the Research Library and catalogue and care for the NPM collection at Isel Park.
- Prioritise strategies that contribute towards sustainable growth and future certainty.
- Open the Nelson city facility at TA 445 to the public for 363 days per year.
- Care for the NPM Collection in accordance with Museums standards and legal requirements.

7 Reporting to Stakeholders

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

7.1 Draft Statement of Intent (SOI)

The Trust will begin development of the SOI by 30 November in each year. No later than 28 February in each year, the Trust will deliver to the stakeholders a DRAFT Statement of Intent [SOI], Strategic Plan and Budgets which fulfil the requirements of LGA 2002 (Section 64).

7.2 Completion of Statement of Intent (SOI)

The stakeholders' comments on the draft are to be received no later than 30 April. After due consideration, the Trustees will deliver to the stakeholders a FINAL SOI for the stakeholders approval, on or before the 30 June each year.

7.3 Strategic Plan

A Strategic Plan prepared in accordance with Section 29 of the Deed of Trust will be included in the DRAFT and FINAL SOI. The Strategic Plan will include:

Performance objectives and Proposed budget (year 1) and Indicative budgets (years 2 & 3)

7.4 Half Year Report

After the end of the half year (31 December) of the financial year the Trust will deliver to the stakeholders a brief un-audited report containing the following information in respect of the period under review (due no later than 28 February).

- Statement of financial performance disclosing actual & budgeted revenue and expenditure (P&L) and comparative figures from previous half year report.
- Statement of financial position at the end of the period.
- Statement of cash flow.
- A Trust commentary on the results for the period, including progress against objectives in the Statement of Intent and the Strategic Plan. An outlook for the second half year, with reference to any significant factors that are likely to have an effect on performance.

7.5 Annual Report

On or before 30 September, the Trustees shall deliver to the stakeholders an annual report which fulfils the statutory requirements of LGA 2002 (Section 67) and prepared to comply with NZ International Financial Reporting Standards (IFRS) and audited financial statements in respect of the financial year containing at least the following information:

- A report including a summary of the financial results, a review of operations and comparison of performance in relation to objectives in the Statement of Intent and the Strategic Plan.
- Statement of financial performance disclosing actual and budgeted revenue and expenditure and comparative figures from previous annual reports.
- Statement of financial position at the end of the year.
- Statement of cash flows.
- Auditor's report on the above statements and the measure of performance in relation to the declared objectives.
- The annual report is to be available for public inspection (on the NPM website).

8 Procedure for Acquisition of Other Interests

If the Trustees believe that Tasman Bays Heritage Trust should invest in or otherwise acquire any interests in any other organisation, or property, they will obtain the approval of both stakeholding Councils. This will require a resolution passed by each Council.

9 Funding from Local Authorities

An annual funding contribution shall be made to the Trust as an operational grant, in accordance with the funding agreement in the Memorandum of Understanding. This grant and other Council funding such as Trustee fees or special funds will be clearly identified by the Trust in the SOI budgets. In addition to the base funding Tasman District Council makes storage space available at Whakatu Estate in a lease arrangement [at an estimated value of over \$65,000pa] and Nelson City Council has made a grant of \$70,480pa available for work on the Collection Inventory project. The confirmation of funding requires the approval of each Council by resolution. Council provisions for the Trust will be disclosed in each Council's ten year Long Term Plan [LTP], annual plans and annual reports. The Trust will submit all funding requests to the two Councils in accordance with due process.

10 Estimate of the Trusts Value

The estimated net asset worth of Tasman Bays Heritage Trust at **30 June 2014** was **\$18,673,097**. The Trustees note that the collections of the Museum were last valued in 2005 and that some significant value has been applied to recent donations added to the collections. An independent valuation is underway as at 30 June 2015. Significant donations are examined by independent valuers and are noted in the annual accounts. The valuation of properties and fixed assets was completed 30 June 2015.

11 Dividend Policy

As a non-profit charitable trust the Councils are stakeholders rather than shareholders. There is no issue of shares and no mechanism for dividends. However, the Trust anticipates, through delivery of performance objectives, that an annual, non-financial dividend will be returned to our wider community through a contribution to the social and cultural well being of the region.

12 Insurance

On behalf of the Trustees, Tasman Bays Heritage Trust will purchase Trustees' indemnity insurance. The Trustees will in return sign a declaration that such insurance is fair, as required by the Companies Act 1993. The Trust will ensure that appropriate insurance is maintained on all inwards loans, buildings owned by the Trust, and in particular public liability insurance.

Financials

See separate PDF documents: **Projected Statement of Cashflow 2015-18, Projected Statement of Performance 2015-18 and Projected Statement of Position 2015-18.**

STRATEGIC PLAN

Tasman Bays Heritage Trust [the Trust] is developing a robust strategic plan for the next 10 years (to be completed by year end 2016). Foremost in the Trust's sights will be a means of resolving the replacement or redevelopment of the Research and Collection Storage Facility at Isel Park. This work has been assisted by a Strategic Review of facilities and operations prepared by an independent consultant, Tim Walker Associates.

REVISED MISSION STATEMENT

The Trust has proposed the following statement as matching to a far greater extent the outcomes of this current planning round. It is a work in progress but does identify what are understood to be the key elements.

***WE CONNECT YESTERDAY, TODAY AND TOMORROW FOR THE BENEFIT OF OUR VISITORS,
OUR IWI AND OUR COMMUNITIES, USING OUR COLLECTIONS AS THE INSPIRATION FOR
OUR WORK.***

Looking beyond the current three-year Statement of Intent the Trust has identified six longer term **strategic goals:**

We will

- continue planning a long term solution to our collection storage and research facility needs
- offer an enhanced and improved visitor experience with increased uptake
- contribute to the vibrancy of what the region offers its iwi, residents and visitors
- have increased heritage and experiential outcomes across the region
- maximise digital and online opportunities
- actively seek to diversify funding sources and increase earned revenue

In the current three-year timeframe:

- The aim is for a more vibrant and dynamic museum experience with increased visitation and better utilisation of our well located exhibition and education facilities. This will be supported by an innovative and progressive exhibition and events programme. Our visitor mix will include increased numbers at public programmes, increased online visitors and significant numbers of visitors to exhibitions we show in regional locations. We will continue to work with both formal and informal learning providers as a resource to support their work throughout the province.
- The Trust will strengthen relationships with our iwi, heritage and community groups, and with regional museums.
- We will review our collection policy framework, including de-accession, to assist with the development of our collection and to optimise collection resources.
- We will strive for a culture of teamwork and safety and will work to minimise the impact of the geographical divide between the current facilities.

Statement of Intent for 2015-2018

This SOI defines **seven strategic objectives** with associated activities and KPIs, which underpin the strategic plans for the next decade. The goals of that strategic plan are largely derived from the perceived priorities and stated objectives of TBHT, combined with the expressed expectations of our two stakeholder Councils:

1. **To grow visitor numbers and increase the impact of the organisation in the wider community**
2. **To consolidate, expand and diversify partnerships and relationships**
3. **To maintain, grow and diversify the revenue sources**
4. **To professionally manage and maintain all TBHT assets, including the Regional Heritage Collection**
5. **To promote an organisation-wide operating style which supports the strategic plan**
6. **To develop programmes in response to a better understanding of our communities**
7. **To optimise opportunities provided by on-line and social media activity**

In presenting this Statement of Intent we wish to thank the Nelson City Council and Tasman District Council for their continued support of the Nelson Provincial Museum. We are confident that these plans will enhance the value of the Museum to our communities and add to the vibrancy and attractiveness of the region as a destination for visitors and for those seeking a new place to call home.

KEY STRATEGIC OBJECTIVES, PERFORMANCE MEASURES AND TARGETS 2015 - 2018

Objective 1	Performance Measure	Target	2015/16	2016/17	2017/18
To grow visitor numbers and increase the impact of the organisation in the wider community	To grow the number of visitors to the exhibition venue in central Nelson and also to provide greater outcomes for our regional communities by taking exhibitions and programmes to them	10% growth (based on 37 500) overall per year, including a 20% increase in visitors from Tasman [on and off-site]	✓	✓	✓
	To actively participate in the broad range of regional activities and events and to report both the Museum input and the community impacts and outcomes	At least one event per quarter	✓	✓	✓
	To devise a methodology for determining off-site visitation and impact	Set up and trial by end of 2015	✓		
	Monitor the level of satisfaction of visitors with exhibitions, services and facilities, triangulating results with the annual NCC/TDC Community surveys and Museums Aotearoa Survey	<ul style="list-style-type: none"> Maintain dashboard reporting to TBHT and cumulative reports to Councils at mid and end of year Ensure 80% satisfaction with museum visit 	✓	✓	✓

Objective 2	Performance Measure	Target	2015/16	2016/17	2017/18
To consolidate, expand and diversify partnerships and relationships	Play a lead role in maintaining and activating the Museum and gallery network of the Nelson-Tasman region	Consult in first quarter with regional network to create a plan of meeting dates, venues and topics for the coming year	✓	✓	✓
	Develop a TBHT partnership & relationship strategy & plan – including social, educational, cultural, economic & environmental considerations	TBHT Board to identify prospects and targets for coming years.	✓		
	Consolidate and increase the value of Nelson Provincial Museum [“the Museum”] to stakeholder Councils	Consult with staff of both Councils to identify Council strategies and alignment opportunities	✓	✓	✓
	Consolidate & expand iwi partnerships and relationships in social, educational, cultural, economic and environmental sectors	Te Atiawa and Ngati Kuia as first two iwi in the process based around refresh of Iwi cases in Regional History Gallery – one by end of 2015, second by mid 2016	✓	✓	
	Maintain & expand the value of the Museum to educational agencies (including Ministry of Education, NMIT, Kura Kaupapa Maori, Schools, pre-school, formal and informal regional adult education providers etc)	<ul style="list-style-type: none"> Exceed LEOTC targets by 10% (current base 5500) each year (presuming another LEOTC contract is in place from 2016) Renegotiate LEOTC contract (expiring 2016) 	✓	✓	✓
	Develop partnership & relationship protocols & processes	Work with existing partners to develop MOU’s and other relationship protocol agreements. Two partnerships per year to be formalised.	✓	✓	✓

Objective 3	Performance Measure	Target	2015/16	2016/17	2017/18
To maintain, grow and diversify the revenue sources	Ensure revenue generation is integrated into operational planning and priorities	Revenue, sponsorship, partnership and retail opportunities to be part of each exhibition and project proposal.	✓	✓	✓
	Ensure costs are effectively managed in line with stakeholder expectations	Operate within budget	✓	✓	✓
	Increase Museum generated revenue	2015/2016 \$131,689 2016/2017 \$152,743 2017/2018 \$173,805 (2015/2015 actual \$122,572)	✓	✓	✓

Objective 4	Performance Measure	Target	2015/16	2016/17	2017/18
To professionally manage and maintain all TBHT assets, including the Regional Heritage Collection	The Trust will complete a review of all Collection Policies to ensure appropriate collection development, management & research standards are achieved and maintained	<ul style="list-style-type: none"> All TBHT policies to be reviewed and revised (as needed) by 2018 Reviewed policies made available on-line Deaccession, Acquisition policies to be completed by the end of 2015/2016 	✓	✓	✓
	The Trust will work with Councils and other major stakeholders to continue the development of planning for the redevelopment of Research & Collection storage facilities	Full development plan complete by the end of 2016	✓	✓	
	H&S of staff, visitors and volunteers is taken into consideration through policy and practice and is specifically reported	<ul style="list-style-type: none"> H&S Committee meets every second month and reports monthly to TBHT through the CEO. Statutory reporting and annual checks to be described in a plan of work. 	✓	✓	✓
	To monitor and maintain the conditions under which the Collections are cared for and stored	Collections Services staff to report annually [December] to TBHT outlining concerns and suggestions for the coming year	✓	✓	✓
	Ensure Human Resources systems are managed in a way that supports organisational culture and is aligned with the operation of the Trust as a good employer	Ensure staff satisfaction survey is undertaken and a benchmark established for future surveys	✓	✓	✓

Objective 5	Performance Measure	Target	2015/16	2016/17	2017/18
To promote an organisation-wide operating environment that supports the strategic plan	Undertake genuine consultation with manawhenua iwi of Whakatu with respect to acquisition, care and display of taonga	<ul style="list-style-type: none"> Te Atiawa and then Ngati Kuia to refresh the stories and contents of their Iwi cases in Regional History Gallery. Seek to review the way Te Tai Ao Komiti meetings are structured 	✓	✓	✓
	Actively encourage and support targeted training and development opportunities for staff, Trustees and volunteers	Specific attention to needs related to H&S matters – H&S Committee reports 6 monthly	✓	✓	✓
	Maintain involvement of Advisory Committees in respect of Education and matters related to our Manawhenua Iwi	<ul style="list-style-type: none"> Set meeting dates for each year by end of July. Both committees to report to TBHT at least annually 	✓	✓	✓

Objective 6	Performance Measure	Target	2015/16	2016/17	2017/18
Develop programmes that demonstrates an understanding of our communities	Broaden the range of experiences (including exhibition, virtual, online, events, public programmes, education etc) to ensure the focused and strategic use and activation of the Trust collections and resources	A plan to be presented to TBHT and advisory groups at start of each calendar year	✓	✓	✓
	Review the Regional History gallery and increase its appeal and level of engagement	<ul style="list-style-type: none"> • Visitor targets: <ul style="list-style-type: none"> ○ 40,000 2015/2016 ○ 42,500 2016/2017 ○ 45,000 2017/2018 	✓		
	Maximise the use of the Museum's touring exhibition resources	Maintain number of visits to Museum exhibitions at other regional venues at 3,500 each year	✓	✓	✓
	Increase virtual access to the collections and review the physical access options	<ul style="list-style-type: none"> • On-line access across digital platforms to be part of the planned website redevelopment. • Review the current access to the Research Facility and report by end of 2015. 	✓	✓	
	Describe and maximise the demonstrable value of the Museum for individuals and groups in the community	Develop methodology to show value by 2016/17		✓	✓

Objective 7	Performance Measure	Target	2015/16	2016/17	2017/18
To optimise opportunities provided by on-line and social media activity	Process donations according to guidelines in Collections Management Policy including progressively providing access to a broad range of Collection records on-line	Increase visitors to on-line resources to 70,000 in 2015/2016, 75,000 in 2016/2017 and 80,000 in 2017/2018	✓	✓	✓
	Progressively increase and monitor the engagement of the regional community through enews and social media marketing	Increase e-news subscribers to 3,600 in 2015/2016, 3,700 in 2016/2017 and 3,900 in 2017/2018 Increase facebook and twitter followers by 10% each year	✓	✓	✓

KEY PERFORMANCE INDICATORS FOR 2014/15, 2015/16, 2016/17 and 2017/18

2013-14	2014-15	2014-15	2015-16	2016-17	2017-18
Actual	Target	Actual	Target	Target	Target
Number of visits to Museum exhibition venue [excl education numbers]					
33,055	34,000	37,500	40,000	42,500	45,000
Number of visits to Museum exhibitions at other regional venues OUTREACH					
2,000	Unspecified	3,500	3,500	3,500	3,500
Total number of Education visitors involved in programmes [incl accompanying adults] – offsite/outreach, Research Facility and exhibition venue [non-school included in general visitors]					
7,383	7,500	7,500	Depends on LEOTC contract**		
Number of participants in public programmes [jointly arranged and promoted] - multiple venues					
Not reported	Not specified	1,000	1,100	1,200	1,300
Number of visitors to Research Facility at Isel Park					
612	1,000	1,000	1,000	1,000	1,000
Number of unique visits to on-line resources – as reported by Google Analytics					
62,767	60,000		70,000	75,000	80,000
Number of subscribers to monthly e-news					
3,500	3,500	3,600	3,700	3,800	3,900
TOTAL USERS OF EXPERIENCES PROVIDED BY TASMAN BAYS HERITAGE TRUST					
107,000+ est	Not specified		119,300+edn	127,000+edn	134,200+edn
Presentations / Papers delivered by staff to external groups					
Not reported	Not specified	8	12	15	
Use of Museum facility as a venue [hire or community use]					
Not reported	Not specified	10	15	20	20
Third party revenue – retail, rentals, sponsorships, grants, admissions [see **NOTE]					
\$311,000	\$204,000	\$213,000	\$193,000+LEOTC	\$173,000+ LEOTC	\$173,000+ LEOTC

Visitor Satisfaction – target is >80% rating 4,5 on 5 pt scale or equivalent					
95%+	>80%	>80%	>80%	>80%	Internal Surveys
					NCC survey
					TDC survey
					Museums Aotearoa

****NOTE current Ministry of Education Contract ends at 31 December 2016 making inclusion of external revenue and education numbers a matter of conjecture rather than estimation. While there may appear to be a decrease this is not the case if the LEOTC contract is taken into consideration. This has been noted as a major issue facing the Trust.**