Te Kura Marumaru
South Canterbury Museum
Activity Management Plan
2027-37

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Contents

Part 1: Strategic Management

About this Activity

What does it deliver to our community?

The South Canterbury Museum exists to benefit the people of our region and our visitors. It does this through carrying out the recognised functions of a heritage museum, delivering a public service and providing an important civic space for learning, enjoyment and participation. The provision of a museum service enables the Timaru District Council to meet several identified community outcomes, and generally contributes to the well-being of local communities.

From April 2027 the activity will be run over two sites, the original Museum site on Perth Street acting as a heritage collection centre, and the new facility on Barnard Street named Te Kura Marumaru South Canterbury Museum.

The Museum plays a key role in the preservation of local natural and cultural heritage objects and information. It delivers cultural and heritage services to the community, supporting Council's values and community wellbeing outcomes. Over its sites, the Museum will provide the following:

- a modern welcoming world-class museum experience in a new facility
- a range of spaces in an accessible community facility for use by the community and for private or commercial hires
- a heritage collection centre that supports professionally-managed heritage collections providing a resource for a wide range of museum-based activities, research, education, regional promotion and understanding
- A committed and professional team of staff and volunteers who will work with and enable the community, stakeholders and external parties to gain maximum benefit from all that the facilities and operations can offer

The Museum's current and future activities are guided by its **Vision, Mission** and **Focus**.

Vision

We enable people to explore our heritage: nature, history, culture.

Mission

To preserve heritage: The South Canterbury Museum builds and cares for well-organised collections of objects, images and information that relate to our focus. These collections are made available for research, exhibition, education, public programmes and external communications.

To present heritage*:* The Museum provides a facility and programmes for people to explore our heritage. This is done through exhibitions, formal education programmes, public programmes, publication, research access, collaborative ventures and other means.

To promote heritage: The Museum provides a focal point for local heritage, and collaborates with other organisations, groups and individuals that share similar goals. The Museum provides resources for promoting our region's heritage locally and further afield.

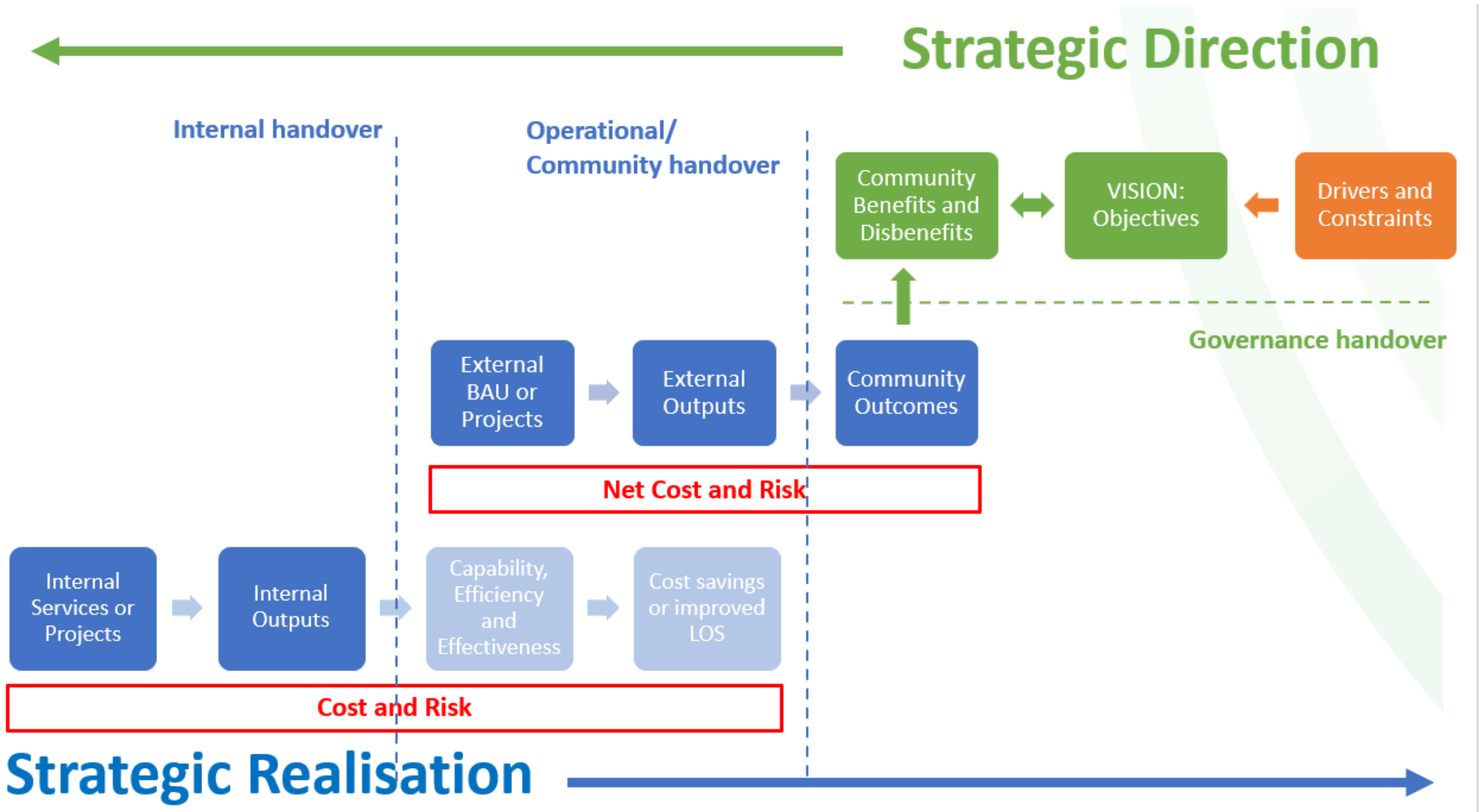
Focus

The South Canterbury Museum has a geographical focus on the natural and human heritage of the South Canterbury region – from the Rangitata River in the north to the Waitaki River in the south, and from the sea to the Southern Alps. This provides a focus for the over-arching themes of *land, life and people*: the nature, history and culture of South Canterbury.

2025-26 statistics

- Five temporary exhibitions delivered (three developed onsite, one touring exhibition, one artist collaboration)
- 14 public programmes delivered (holiday programmes, exhibition events, one major outdoor event)
- 82 accessions received with 393 items catalogued by July 2026
- 6,876 students participated in heritage education programmes
- 19,886 onsite visitors: causal visitors, researchers, group visits, programme attendees
- 1,346 offsite programme users, distance researchers
- Over 7,000 social media followers

Strategic Alignment



NB Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects should therefore describe the opportunities they enable *across other business units.*

How does this activity contribute towards Council/your key stakeholders' stated strategic priorities for 2027-37?

Museum BAU Activities: Strategic Alignment Map

Activities →

- Develop, document, curate and store heritage objects and materials relating to local nature, history and culture. Includes acquisition, cataloguing, conservation, collection storage and access management
- Develop long-term and changing temporary exhibitions that provide access for local residents and visitors to aspects of local heritage and culture
- Provide public activities including talks, tours, events, publications and digital content (print, social media, online collection access) linked to the Museum's collections, exhibitions and other aspects of local heritage
- Provide formal educational programmes across all levels of schooling including early childhood education, linking educational curricula to the Museum's focus areas
- Undertake research on local heritage and facilitate access for external researchers including students, academics, family historians, iwi and heritage groups to use Museum collections and records

Outputs →

- Preserved, documented and accessible collections of heritage items and information available for use in displays, education and public programmes, and accessible to residents and external researchers
- Long-term exhibitions featuring local natural and cultural heritage narratives

  Changing programme of temporary exhibitions (in-house, local-collaborative, travelling) that are linked to the Museum's broader goals
- Public activities including talks, tours, events, publications and digital content (print, social media, online collection access) linked to the Museum's collections, exhibitions and other aspects of local heritage are available, accessible and attractive to a wider range of audiences
- Lessons collaboratively planned and delivered onsite and around the region (sites, museums, schools, etc.)
- Heritage information promoted through exhibitions, publication and digital media

  Increased external access and use of heritage collections including collaborative projects

Outcomes →

- Residents and external researchers access local collections and information for research and recreation and use insights gathered to further promote heritage awareness
- Local community engage with exhibitions for education and recreation
- Local students engage with exhibitions for education and information and to develop cultural and heritage awareness and appreciation
- Visitors and tourists engage with exhibitions and spend time (and $) in the Timaru District
- Participants (local and non-local) engage with public activities for social and cultural recreation and in doing so also make greater use of the Museum's collections and information resources
- Students and their families learn and understand about our District's heritage

Benefits →

- Improved heritage awareness and understanding
- Improved cultural well-being
- Improved District identity and intergenerational stewardship of local heritage
- Economic and social prosperity in the Timaru District
- The Timaru District is perceived as a great place for families

Strategic Priorities

- Enhanced lifestyles
- Connected citizens
- Resilient infrastructure

← Drivers

- Protected Objects Act 1975 (taonga tuturu and other protected New Zealand objects – registration, ownership and sale);
- Public Records Act 2005 where collection items are also Council records;
- Heritage New Zealand Pouhere Taonga Act 2014 where applicable

Museum Projects: Strategic Alignment Map

Projects →	Outputs →	Outcomes →	Benefits →	Strategic Priorities	← Drivers
Museum collection storage development (2026-27+)	Report on storage needs Facility for storage and workspaces Site, future plan and programme for heritage collection storage and workspaces	Residents and external researchers access local collections and information for research and recreation and use insights gathered to further promote heritage awareness	Improved heritage awareness and understanding	Enhanced lifestyles	Protected Objects Act 1975 (taonga tuturu and other protected New Zealand objects – registration, ownership and sale); Public Records Act 2005 where collection items are also Council records; Heritage New Zealand Pouhere Taonga Act 2014 where applicable.
	Preserved, documented and accessible collections of heritage items and information available for use in displays, education and public programmes, and accessible to residents and external researchers		Improved cultural well-being	Connected citizens	
			Improved District identity and intergenerational stewardship of local heritage	Resilient infrastructure	

What are the key constraints, dependencies and assumptions for this activity for the next ten years?

Constraints	What are the implications?	How is this being managed?
Heritage collection requirements	• Limitations of space • Funding and resource requirements	• Review of collection requirements – storage, working areas, external access points • Funding requirements reviewed, external opportunities assessed.
Heritage legislation H&S legislation Firearms legislation Others	• Restrictions on what is collected, how it is held, issues around privacy,	• Ensure compliance with all relevant legislation
Variable public interest and support	• Potential for reduced service user numbers and associated reduction of financial support	• Active external communication • Growth of targeted membership opportunities • Varied and expanding public programming – exhibitions, events, participation
Variable political/managerial support	• Direct decision-making that impacts museum's ability to carry out mission	• Active communication about Museum mission and programmes • Identification of all potential revenue streams • Local, regional and national collaborations to maintain impact
Dependencies	**What are the implications?**	**How is this being managed?**
Maintain/increase public engagement and support	• Reduced engagement/participation would affect performance targets and income generation	• Programme development • Communication and marketing • Direct engagement/feedback
Maintain/increase TDC level of support	• Reduced support/capacity impacts all programmes	• Direct communication • Development of business cases where appropriate
Ministry of Education funding	• Loss of funding would impact education programme capacity	• Delivery and reporting against current contract • Review and application for future contracts
Assumptions	**What are the implications?**	**How is this being managed?**

New Barnard Steet site will deliver increased engagement	• Delayed opening could reduce impact and engagement • Lower than anticipated numbers could impact current or future funding levels • Political/managerial concern about timing	• Pre-opening programme developed and monitored
Museum will continue to maintain and develop core heritage collections	• Requirements for appropriate size and quality of storage, work and research spaces • Ability to continue funding core collection activities.	• Careful management of collection size through considered acquisition guided by policy, periodic collection reviews • The current Perth Street site, or another, will be adapted to house the heritage collections and associated workspaces and research area.

Who are the key stakeholders for this activity?

This activity has a significant or strategic relationship with the following:

Group / organisation	Nature of relationship
Timaru District residents	Pay directly for Museum operations through rates, receiving benefits from Museum services
Timaru District Council	Owns and operates Museum on behalf of the ratepayers of the Timaru District
South Canterbury Historical Society	Friends of Museum support group (originally founded Museum in 1941). Has formal arrangement with TDC described in 1988 deed.
South Canterbury Museum Development Trust	Provides vehicle for charitable fundraising for Museum projects. Established by Museum in 1997 with support from SC Historical Society.
Te Rūnanga o Arowhenua Te Rūnanga o Waihao	Organisations representing local Māori iwi. Museum holds objects and information relating to local Māori history and culture.

Group / organisation	Nature of relationship
Local schools	Museum provides access to heritage education resources and programmes.
Ministry of Education	Provides funding to the South Canterbury Museum for delivery of a Learning Experience Out of The Classroom programme – obtained through contestable tender process
SC Branch, NZ Society of Genealogists	Houses research material at Museum and rents meeting room monthly at a nominal rate. Agreement signed in 2001.
Venture Timaru	VT and Museum assist each other to increase visitor interest in region.
Local museums (Mid-Canterbury, South Canterbury, North Otago)	South Canterbury Museum provides professional support and co-ordination of regional efforts through Central South Island Museums Group.
Museums Aotearoa	Independent national organisation for museums
Archives and Records Association of New Zealand	Provides support and forum for archival issues

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Future Performance Targets				Method of Measurement (where & how)
				Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/37	
Eg For Project/Activity Output or Outcome	Eg For Project/Activity Outcome or Benefit	C	100%	80%	85%	90%	95%	Follow up customer survey results to consent applicants (CM9 # xxxxxx)
Maintain and increase general museum visitation, education and public programme participation through a varied exhibition and events programme with high levels of external promotion and marketing	Number of exhibition and public programme visitors/users per annum Number of exhibitions/events		40,000+ visitors & programme participants, 8+ temporary exhibitions & events	32,000 8 exhibs & events	34,000 8+ exhibs & events	36,000 10+ exhibs & events	40,000+ 10+ exhibs & events	Record visitation through manual record and electronic counters. Information recorded on TDC DMS All exhibition and event details recorded.
Maintain heritage collections and associated documentation to acceptable standards	>95% of collection items stored and documented to recognised museum standards	T	>95%	75%	80%	90%	>95%	Collection items recorded on collection management system to acceptable standard
Develop private/commercial, community and non-profit use and hire of Museum spaces within facilities	Number of community group or local non-profit uses per annum	C	20+ use/hires p.a.	5	8+	10+	20+	Record all facility space uses, recorded on TDC DMS

Levels of service are measurable qualities or attributes of an activity that relate to the way people experience the service.

Performance measures are the indicators that are used to determine whether levels of service are being delivered.

Benchmarks relate to your performance measures – for example, are there benchmarks set by industry standards for your activity?

Performance targets are the desired levels of performance against the performance measures.

Proposed Changes to Activities, Projects and Levels of Service

(**Note for any changes that the Investment Summary in Part 7 must be completed for EACH proposed change**)

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
Operations model. Depending on Council decision to run facility in-house or by an independent operator, staffing model will need to be decided upon.	New: Likely increase in front of house staffing levels from 2027/28	Start Higher	Increased public demand and resulting revenue will drive need for higher front of house staffing level or place significant strain on other staffing positions.	New facility will require up to 3 staff to manage reception, sales, security and programmes during open hours at new facility. This will be a mix of current and new staff, particularly over weekends.	In progress
Extended open hours for new museum site	New: Additional public opening hours of up to 12.5 hours per week (Open 10-4:30pm 7 days a week, with some reductions/closures on public holidays)	Start Higher	Increased interest and demand for new facility could require longer opening hours to cater for demand. This would also result in additional income.	• Remain at present level of public opening • Extend public opening hours	In progress
Collection Management System	New: Move the Museum's collection management system from PastPerfect to Vernon CMS.	Start Higher	Current US-based PastPerfect CMS is not being sufficiently further developed, Vernon is a NZ-designed system widely used in New Zealand museum sector – becoming an industry standard.	Transferring to new system currently appears to be only viable option to retain control of data	In progress
Long-term exhibition technical review Year 5: 2032-33	New:	Higher	A five-year review of functionality of exhibition technical equipment and content delivery in the long-term exhibition areas opened in April 2027.	NA	In progress
Long-term exhibition content review Year 8: 2035/36	New	Higher	An eight-year review of the long-term exhibition areas opened in April 2027	NA	In progress
Develop solar power capability for TKM-SCM	New	Start Higher	Install solar panels on roof of Te Kura Marumaru South Canterbury Museum to enable self-sufficient energy generation		Not yet started

Part 3: Activity Management

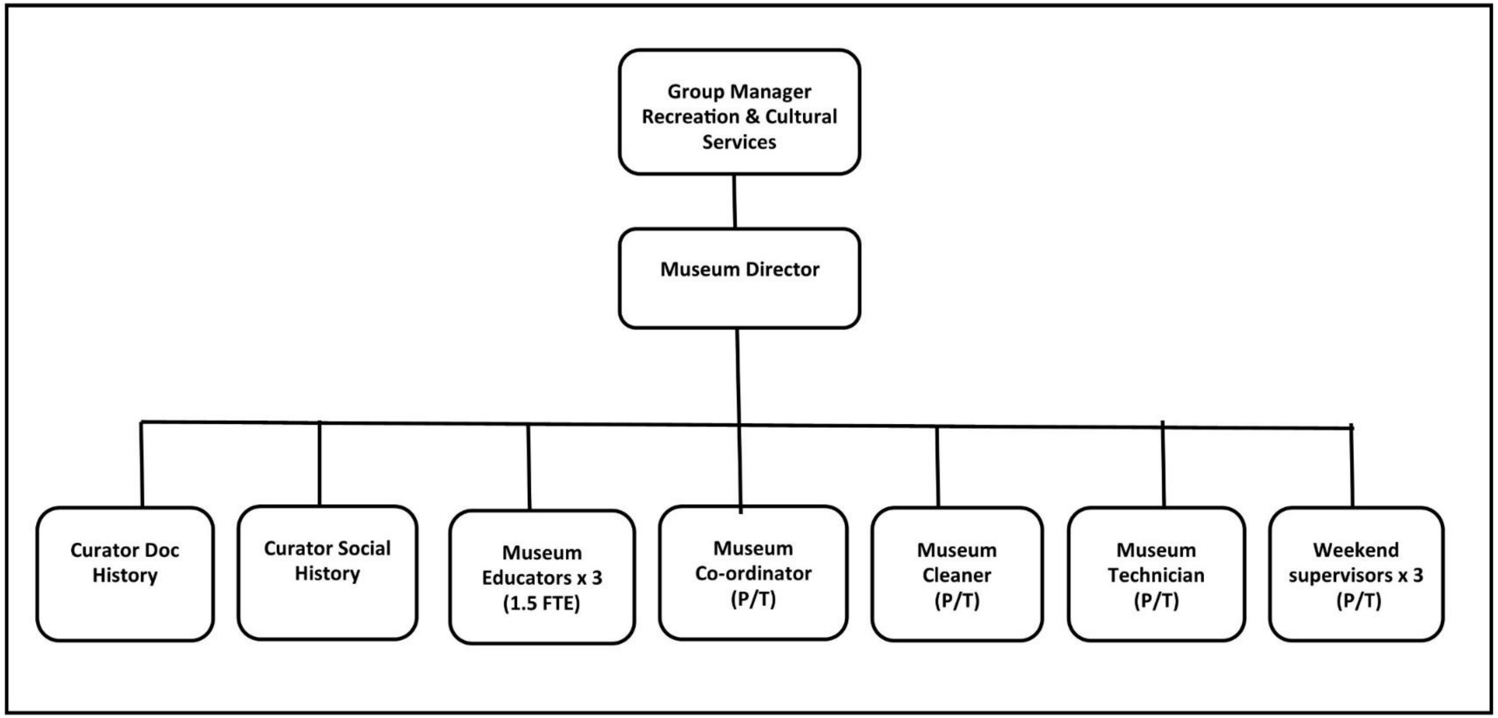
Overall Management

How is the activity managed, including roles, staffing levels, accountabilities, monitoring, evaluation, and reporting processes including key delegations?

Insert general text and unit/team structure diagrams as appropriate for (1) BAU and (2) Project Activities.

1. The Museum is a separate unit within the Timaru District Council managed by the Museum Director, reporting to a group manager. There are 12 staff, a mix of full-time and part-time roles. Key roles are:

    - Curatorial: managing the heritage collections, developing exhibitions, developing content for programmes, communications, public enquiries, etc. – 2x full-time curators, Museum Director in part.
    - Reception: Front of House co-ordination and support, public reception and supervision, programme support – Museum Co-ordinator P/T, 5x P/T Museum Supervisors
    - Education: School programme planning, co-ordination and delivery, other public programme support – 2x P/T Museum Educators
    - Technical: technical and manual support for all programmes, general maintenance – Museum Technician P/T
    - Administrative – leadership and management, TDC liaison, external representation - Museum Director in part



Work programme and financial summary

The operational work programme has several key components: collection management, exhibition development, research access facilitation, formal and informal education programmes, other public programmes, administration and asset maintenance.

The capital work programme consists of asset development, replacement or maintenance as required or scheduled.

Management of the Activity

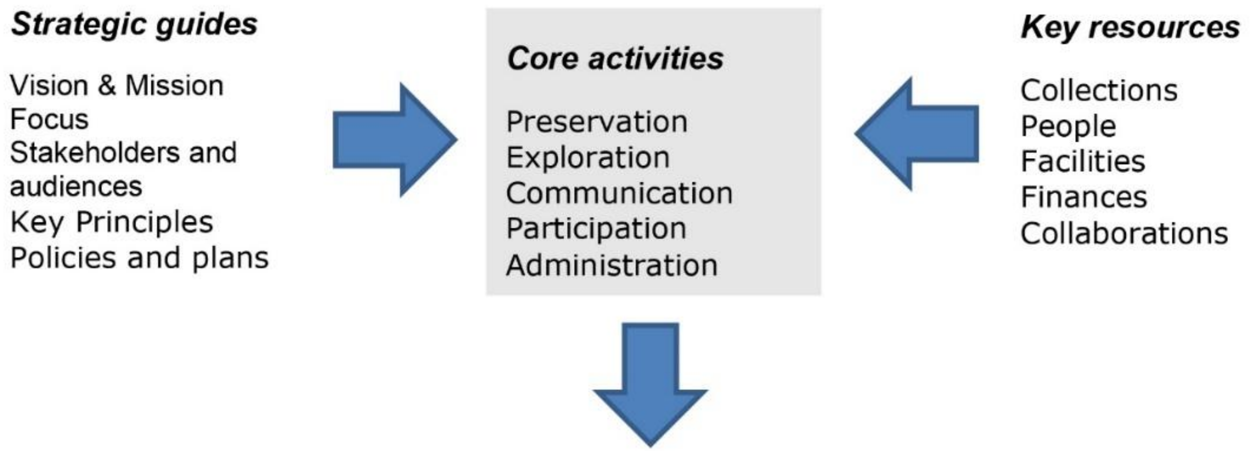
In general the approach is to maintain current assets and plan for appropriate further development subject to Council approval or funding availability.

- Building, plant and equipment items are valued, depreciated and either maintained or replaced according schedule or need.
- Heritage collection items and information resources are managed to recognised museum standards to ensure their ongoing care and accessibility for use in programmes and research by museum service users.
- The Museum's operational funding is provided through rates. Additional operational funding is currently sourced through fixed-term contracts with the Ministry of Education.
- Additional operational income is obtained through sales and visitor donations.
- Capital funding is a mix of depreciation, rates, loans and external grants and donations.

Activity Goal
Encourage participation in learning and leisure activities and celebrate the diversity of the Timaru District's natural heritage, its communities, cultures and lifestyles, by the provision of a public museum service that collects, preserves, exhibits, or otherwise makes available objects, images, information and archives with a local focus, and provision of a facility and resource for local heritage and cultural endeavours.

Objectives
- Increase community involvement in Museum
- Develop and improve Museum public facilities
- Develop and improve Museum collection management
- Maintain or improve Museum administration and assets

These objectives will be achieved by the Museum carrying out its core activities, utilising its key resources and getting direction from its strategic guides. This is shown in the diagram below



Desired operational outcomes (linked to vision, mission, activity goal and objectives, and reviewed regularly)

2. Projects

Museum staff are periodically engaged in specific non-repeating projects such as exhibition development, stored collection relocations, on-off public programme development, etc. Currently officer time is not capitalised to projects.

Workflow Management

How does the activity intersect with other activities and workflows across the business?

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
Property	TDC property management	Building planning & maintenance	Regular meetings and direct communication	Museum Director and/or delegated staff	Property team leader and staff
Theatre	Public theatre programming	Programming	Regular meetings and direct communication	Museum Director and/or delegated staff	Theatre Manager
GLAM group	Public outreach	Holiday programme	Regular meetings and direct communication	Museum Director and/or delegated staff	Gallery Director Library Team Leaders

Systems Management

What different management systems are used for this activity?

The Museum team use a range of TDC-wide management systems for most tasks. In addition, the following programmes are used that are specific to Museum programmes:

- PastPerfect collection management system – a relational database used to manage images and information regarding the Museum's 100,000+ item heritage collections.
- Links – used as a point of sale and accounting system for the Museum front of house operation.

- Various hardware-related programmes, such as environmental data logger software, used in conjunction with museum-specific activities and programmes

Information Management

What are the key information sources used for decision making in this activity, including for asset management/replacement/renewals (as appropriate), and for determining priorities for this activity?

Include how the information is collected, monitored, used, kept up-to-date, and stored.

- Programme planning
- Service user statistics – actual numbers of visitors, educational users, onsite and offsite research and programme attendees.
- Output statistics – numbers of programmes, exhibitions, collection records.
- Budget – expenditure and revenue
- User feedback – either informal or collected through response options or user surveys.

Commercial Management

What are the key considerations for procurement and contract management in this activity?

All Museum procurement follows standard TDC procurement and purchasing procedures.

What are the key estimation and forecasting tools/methodologies relevant to this activity?

Describe how this activity estimates/forecasts budgets or price envelopes for BAU activities and projects (both internal resource and external costs)? For example QS, Engineer's Estimate, Quotes, Proposal/s, Comparison projects, industry rates and estimated measures, schedule of quantities etc

- Comparison with similar projects from Museum and in other facilities

- Supplier quotes

Communication Management

How does this activity ensure effective communication and engagement with governance and the community?

Describe how this activity typically identifies, plans for and implements opportunities for communication and engagement with key stakeholders (internal and external), clearly outlining roles and responsibilities and key documents, processes or channels in use.

Internal	**Stakeholders**	**Method**
	Associated units (Finance, HR, Planning, etc)	• Email • Reporting through established procedures • Meetings
	Council management and wider organisation	• Email • Reporting through established procedures • Meetings
	Elected representatives	• Council reports and meetings • Newsletters
External	SC Historical Society	• Newsletters • Meeting participation
	SC Museum Development Trust	• Integrated involvement & collaboration • email
	Wider public	• Media releases

		• Social media • Website
	Local organisations, schools, collaborators	• Direct email • Newsletters • Social media • Website

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

Brief overview of high level approach to asset management, identifying the main assets and overall values, key points about valuations, renewals, replacements etc. Bullet points of key projects/programmes.
For those activities without major assets, a brief description of what assets are used for your activity and/or for intended project work (i.e. computers, building space, specific IT programmes, vehicles – indicating who manages those – i.e. what unit/team).

Asset Management Overview

Asset summary

The South Canterbury Museum has four significant assets or asset groups:

Buildings: Perth Street: A large octagonal gallery space (1966) and three-level rectangular extension (2000).
Barnard Street: A large two-story rectangular building constructed in 2026.

Plant/Equipment: A range of items including mobile shelving units, electronic climate control equipment, smoke detection system, a range of information technology equipment items, exhibition cases, photographic equipment, camera security systems, lighting, carpet and so on.

Heritage Collections: Specimens, artefacts, documents, images and information sources. Although covered by a fixed sum for insurance purposes, many items in these collections cannot easily be valued, and they cannot be subject to the usual valuation and depreciation regimes applied to other asset types. Detailed collection information is stored on the Museum's PastPerfect collection management system, which is another significant asset.

Heritage Collection Management System: The Museum's database of collections is more than a list of items held in the collections. It includes a wealth of details about people, sites, activities and more. It is the central nervous system for the Museum's key operations of collection management, exhibitions, education, public programmes and research.

Asset condition

Buildings: The 1966 building is a large open-plan octagon. Originally built with extensive windows and minimal insulation, it has had extensive work carried out to improve insulation, control light levels and internal environment, and maintain or replace external fabric and roofing. Internal layout modifications have been made to cater for changing requirements for public use, personnel accommodation and work space. This situation is likely to continue.

The Collection Wing, a rectangular three-level extension constructed in 2000, houses the Museum's non-public areas: collection store rooms, staff work areas and utility spaces. Capacity issues in these spaces are managed by Museum personnel.

Building condition and maintenance is monitored by personnel with specific items listed in an asset maintenance plan.

Plant/equipment: This broad group of items is of variable age with a number of issues. Most items are listed on the TDC asset register, recording cost, depreciation rate and current value. A number of items have a useful life well beyond their scheduled life. Items are replaced either when scheduled or when required, subject to budget approval.

Heritage Collections: Unlike typical assets, these items do not depreciate and are held on the assumption that they will never be disposed of, apart from selected deaccessions following Museum Collection Policy guidelines. Most cannot be easily assigned a dollar value. Considerable cost and effort is spent in maintaining, preserving and documenting these collections to ensure their survival and usefulness to the Museum's programmes.

Asset valuations

Asset	Current condition	Ownership	Estimated useful life (inc. underlying assumptions)	Current book value	Date of last valuation and valuer
Perth Steet Building and fixed fittings value	Good	TDC	99 years	$1,186,765	1 July 2002 Meritec Ltd, Subsequent maintenance and development work carried out.
Elevator	Fair	TDC	Cab and hardware – 25 years approx. Electronic controller – 15 years. Controller upgraded 2015	Included with building value 2015 controller cost $25,000	
Fixed and mobile shelving units	Excellent	TDC	25 years approx. Has minimal maintenance requirements	$60,000	Vendor prices 2000 - 2017
Heat pumps		TDC	Major replacement work from 2017, install value of $45,000.		Vendor prices 2000 - 2017
Microfilm scanner/reader	Good	TDC	9 years remaining on depreciation schedule.	$10,649	Vendor price 2022
Smoke detection system	Good	TDC	0 years remaining on depreciation schedule. Replacement not required 2023	$0	Vendor price 2003
Theatre AV equipment	Good	TDC	Est. $10,000, projector replaced by IT Dept 2017	$10,000	Vendor prices 2005 - 2018
Photo store dehumidifier	Good	TDC	-2 years on depreciation schedule	$4,448.46	Vendor price 2005
CCTV security system	Excellent	TDC	10 years remaining on depreciation schedule	$24,000	Vendor Price 2020

Asset	Current condition	Ownership	Estimated useful life (inc. underlying assumptions)	Current book value	Date of last valuation and valuer
Museum carpet tiles (ground floor)	Excellent	TDC	3 years remaining on depreciation schedule	$6,163	Vendor price 2007
Museum carpet tiles	Excellent	TDC	7-8 years remaining on depreciation schedule	$10,138	Vendor price 2017
Specialised collection storage refrigerators	Good	TDC	4 years on depreciation schedule	$12,600	Vendor cost 2022
Asset: Barnard Street	**Current condition**	**Ownership**	**Estimated useful life (inc. underlying assumptions)**	**Current book value**	**Date of last valuation and valuer**
Building and fixed fittings value	Excellent	TDC	99 years	$15,000,000	2026 Construction contract price
Exhibition fittings	Excellent	TDC	15 years	$1,800,00	Estimated design/install value July 2026
General furniture, fittings and equipment	Excellent	TDC	10 years	$200,000	Budget assigned July 2026

Current valuation information is obtained at time of purchase and via information supplied from TDC financial records for values, depreciation, etc.

Maintenance plan

Asset (or group of assets)	Maintenance requirements	Description of maintenance	Annual budget		Planned replacement date
Pioneer Hall (Perth Street)	Exterior cleaning		Regular monitoring for build-up of dirt, mould, etc.	$1,000	
Pioneer Hall roof	Guttering checks		Removal of leaf build-up, minor repairs etc.	$1,000	
Museum exterior windows	Regular cleaning		External contractor window wash	$1,000	
Collection Wing exterior surface	Repairs		Repairing cracks, failing joins	$2,000	2028
Collection Wing roof	Guttering cleaning, moss cleaning, fixing checks			$2,000	
Museum lift	Regular checks		External contractor checks	$1,200	2025 (25 year life-span before next assessment, may be serviceable for longer period)
Museum fire detection/suppression	Regular checks		External contractor checks, occasional item replacement	$1,500	2025 next evaluation
Heat pumps	Regular cleaning	External contractors		$1,000	
Barnard Street building	TBD	TBD		TBD	2125 (100 year lifespan)

1.1. Renewal and replacement plan

Asset (or group of assets)	Description of renewal / replacement	Planned renewal date	Installed cost	Lifecycle	Indicative renewal cost	Notes
Collection wing heat pumps	Replace 2017 equipment	2027 onwards	$15,000	10 years	$20,000	PC sum indicative cost
Collection wing heat pump	Replace 2020 equipment	2030 onwards	$6,000	10 years	$10,000	PC sum indicative cost
Exhibition area heat pumps	Replace 2017 equipment	2027 onwards	$33,000	10 years	$40,000	PC sum indicative cost
Pioneer Hall exhibition area lighting track and fittings	Replace with task lighting once exhibition areas are closed	2027 onwards	$45,000	10 years	$20,000	PC sum indicative cost
Pioneer Hall & Collection Wing cladding painting	Painting	2027	$50,000	10 years	$65,000	Based on 2021 quote with inflation adjust
Museum car-parking	Repaint existing signs/lines Repair cracks	2027	$5,000	10 years	$7,000	PC sum indicative cost
Museum smoke detections system	Review system for replacement consideration	2027 onwards	$25,000	10 years	$12,000	Component replacement quote

Asset Management Plan (if relevant)

Please refer to the Asset Management Plan here. (hyperlink to Asset Management Plan if activity has one)

Part 5: Financial Management

Ten Year Operating and Capital Budget

What financial resources are needed?

Key Museum activity area	2026/27	2027/28 Year 1	2028/29 Year 2	2029/30 Year 3	2030/31 Year 4	2031/32 Year 5	2032/33 Year 6	2033/34 Year 7	2034/35 Year 8	2035/36 Year 9	2036/37 Year 10
Earned Income (low estimate)	-46,627	-52,943	-54,296	-56,688	-59,118	-60,590	-63,104	-63,660	-65,261	-66,907	-68,602
Remuneration	802,314	818,360	834,728	851,422	868,450	885,819	903,535	921,606	940,039	958,838	978,017
Administration	52,559	54,137	55,759	57,434	59,158	60,932	62,758	64,640	66,582	68,577	70,637
Building operations*	78,634	80,993	83,422	85,925	88,505	91,158	93,893	96,712	99,612	102,601	104,677
Programmes	54,279	55,908	57,585	59,313	61,092	62,925	64,812	66,758	68,760	70,822	72,947
Collection care	16,023	16,504	16,999	17,509	18,034	18,575	19,132	19,706	20,297	20,906	21,534
Maintenance*	68,326	70,375	72,488	38,443	39,597	40,784	42,007	43,269	44,566	45,903	47,281
Plant Hire - Internal Usage	1,443	1,486	1,531	1,577	1,624	1,673	1,723	1,775	1,828	1,883	1,939
Depreciation Expense	155,117	396,800	396,800	396,800	396,800	396,800	396,800	396,800	396,800	396,800	396,800
Interest Payments	24,927	602,340	602,340	602,340	602,340	602,340	602,340	602,340	602,340	602,340	602,34
Corporate Overhead	346,037	356,418	367,111	378,124	389,468	401,152	413,186	425,582	438,349	451,500	465,045
TOTAL	**1,599,659**	**2,453,321**	**2,488,763**	**2,488,887**	**2,525,068**	**2,562,158**	**2,600,186**	**2,639,188**	**2,679,173**	**2,720,170**	**2,761,217**

*contains only data for Perth St – building operational & maintenance costs for Barnard St to be determined after one year of operation. Potentially another **$105 – 120k** per annum. Earned income also likely to be higher than shown.

Planned Capital Expenditure for Key Capital Projects

How much capital expenditure will be spent, on what asset, and what are the key capital projects for this activity for the next ten years?

Asset (or group of assets)	Description of renewal / replacement	Planned renewal date	Installed cost	Lifecycle	Indicative renewal cost	Notes
Collection wing heat pumps	Replace 2017 equipment	2027 onwards	$15,000	10 years	$20,000	PC sum indicative cost
Collection wing heat pump	Replace 2020 equipment	2030 onwards	$6,000	10 years	$10,000	PC sum indicative cost
Exhibition area heat pumps	Replace 2017 equipment	2027 onwards	$33,000	10 years	$40,000	PC sum indicative cost
Pioneer Hall exhibition area lighting track and fittings	Replace with task lighting once exhibition areas are closed	2027 onwards	$45,000	10 years	$20,000	PC sum indicative cost
Pioneer Hall & Collection Wing cladding painting	Painting	2027	$50,000	10 years	$65,000	Based on 2021 quote with inflation adjust
Museum car-parking	Repaint existing signs/lines Repair cracks	2027	$5,000	10 years	$7,000	PC sum indicative cost
Museum smoke detections system	Review system for replacement consideration	2027 onwards	$25,000	10 years	$12,000	Component replacement quote

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low/Med/Hi	Low/Med/Hi	Low/Med/Hi	Low/Med/Hi

This table shows how Council has considered the funding in relation to the activity, using a simple high to low scale. The categories are:

- User-pays – the degree to which the activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Excerbator-pays – the degree to which the activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods, and;
- Separate funding – the degree to which the costs and benefits justify separate funding for this activity.

When an activity is paid for through a number of funding mechanisms, Council's practice is to meet its operating costs in the first instance through fees & charges and grants & subsidies (subject to the considerations outlined above). If the activity requires further operational funding, this remainder is funded through rates.

Capital Cost Funding Policy

This capital programme will be funded in accordance with the following principles: (example below)

Investment type	Initial funding	Serviced and/or repaid by
• Renewal/replacement • Service improvement and other assets • growth	• rates and debt • debt • debt	• rates • rates • rates

Rates	Borrowing	Financial Contributions	Grants and other funds
Low/Medium/High/Not Applicable	Low/Medium/High/ Not Applicable	Low/Medium/High/ Not Applicable	Low/Medium/High/ Not Applicable

Operating Cost Funding Policy

This table below shows Council's broad funding target for the activity (i.e. how much is paid by individuals/groups versus the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges etc.). Because there are variations in the balance between individual/group and community funding, the funding target is expressed in broad terms rather than specific percentages. These broad ranges are:

- Low = this source provides 0%-25% of the funding for this activity;
- Medium = this source provides between 26% and 75% of the funding for this activity, and;
- High = this source provides between 76% and 100% of the funding for this activity.

	Funding Target	Funding Mechanisms
Individual/Group	Low/Medium/High	Fees & Charges/Targeted rates

		(Low, Medium, High)
Community	Low/Medium/High	General rates/Grants & Other (Low, Medium, High)

Part 6: Risk and Opportunity Management

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
Loss of public trust	Reputational damage through loss, accident, ill-considered planning or operations.	• Reduced programme numbers • Reduced income	3	6	• Ensure best practice in all operational areas identified and adhered to. • Clear and considered external communications if difficulties arise.	2
Building failure	• Systems failure • Maintenance issues • External event	• Damage to heritage collections • Damage to operations • Loss of public confidence • Budget impact	3	5	• Clear building and asset management/maintenance plans and procedures • Disaster prevention & mitigation plans and equipment in place.	2

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations	Residual Score
			Likelihood	Consequence		
Reduced local political interest/support	Change in elected members, negative perceptions of economic or community value	Reduced funding, loss of confidence in unit and staff	3	4	• Ensure strategic goals are aligned to those of Council • Inform Council staff and elected representatives of Unit activities and significance through annual reports, newsletters, media reports and other advocacy means • Ensure Council management and elected representatives are satisfied with Unit's performance and ability to meet community well-being outcomes and fiscal targets. • Demonstrate value of Unit and return on investment	2
Loss of key staff members and institutional knowledge	Problematic working environment, unit/council staff culture, recruitment difficulties	Reduction in capacity due to loss of critical operational, procedural and heritage collection information.	3	4	• Ensure that Unit is regarded as having a good working environment by current staff and volunteers. • Ensure that appropriate remuneration levels are met • Develop thorough documentation for all procedures and activity	2

					records to record institutional knowledge – position workstreams, SOPs, etc. • Actively work to record information about operational matters on DMS	
Loss of Ministry of Education funding	• Failure to in tender • Changes in funding model	• Reduction in resourcing to fund staff positions • Reduction in or loss of capacity to run school programmes	3	4	• Work to meet all Ministry of Education requirements, provide clear reporting, demonstrate value and impact. • Identify alternative sources of funding to support programmes if Ministry funding lost.	2

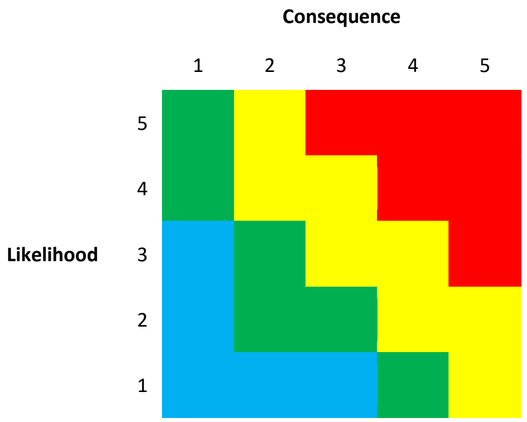
What specific risks are identified for this activity, and what controls and mitigations are planned or in place to address these? Consider impacts on climate change/community outcomes in addition to the risk categories signalled below.

What specific opportunities are identified for this activity, and what measures are planned or in place to exploit these? Consider climate change and community outcome opportunities in addition to the categories signalled below.

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Exploitation (incl climate adaptation and mitigation)	Residual Score
			Likelihood	Consequence		

Widening programmes	Public expectations User growth and demand Wider developments in CBD area	Higher user/visitor numbers Increased community engagement and participation	3	4	• Extended open hours/higher staffing level • Collaborative programmes with organisations, groups and businesses	
Changing community demographics	Lower birthrate, current/future retiree levels	Increase in older age-groups using museum services	4	3	• Develop programmes suited for older visitors and service users • Ensure exhibitions and communications are elder-friendly where possible/suitable	
Install solar power system	Rising electrical costs, requirement for alternative energy sources	Reduced operational costs	3	4	• Identify opportunities and appropriate technology solutions • Build into budget planning and scheduling	

Risk Matrix



Key (as per Risk Management Policy):

Likelihood

1. Rare
2. Unlikely
3. Possible
4. Likely
5. Almost Certain

Consequences

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

Risk Categories

- Political
- Environmental
- Social
- Reputational
- Financial
- Operational
- Health & Safety
- Legislative/Regulatory
- Levels of Service

(USE PROMPTS TO COMPLETE ALL FIELDS)

Part 7: New Projects or Programmes Investment Summary

Investment Summary – Critical Success Factor evaluation

Notes for users

- These criteria are intentionally generic. The terms in **bold** — such as 'compliance', 'strategic priorities', 'LOS', 'growth/demand', and 'other strategies, programmes and projects' — are placeholders. You will need to define these terms for your activity (using the details populated in Parts 1 and 2 of your Activity Management Plan above) before evaluating the investment proposal. Level of Service' (LOS) refers to the agreed performance standard for a given activity per Part 2 above.
- Scoring by the activity/project manager should be reviewed by at least one other person (eg Team Lead, Manager or PMO) to reduce subjectivity. Supporting reasons should be provided.
- This tool operates within Council's Procurement Policy and Procurement Manual and the Procurement Lead must be engaged if/when progressing to formal procurement planning.

Business Justification and Scope	
Project/Programme	• Collection Management System change • Scope: Transfer of all heritage collection data to new Vernon software system from previous aging PastPerfect system. Likely cost between $60 – 80k
Purpose	• Ensure all heritage collection data stored and retrievable on robust, up-to-date collection management system supported by a NZ firm
Level of Service	• Impact per Activity Management Plan i.e. Achieve compliance, Maintain LOS, Improve LOS, meet demand/growth (select all that apply) • Maintains LOS as current system now aging with problematic support (US-based), and is increasingly experiencing compatibility problems with other systems used within TDC • Will meet demand and growth, enabling greater online interaction and access for end-users.
Business Justification	• Current PastPerfect CMS is a US-based software that is not receiving adequate development and appears unable to remain fit for purpose for much longer. • Options Considered and Preferred Option include 1). retain current PastPerfect system – issues around ongoing capability and compatibility. 2). move to PastPerfect online system – issues around data sovereignty and access, 3). Vernon system – NZ-based, widely used by many NZ professionally-run museums and galleries in local authority environment. • Outcomes: Efficient and sustainable system for internal and external museum use • Proposed system will allow better integration within TDC and external systems (already in use at Aigantighe Gallery).
Risks, Opportunities	• Low risk
Assumptions, Constraints and Dependencies	•

Business Justification and Scope Cost Summary		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$										
CAPEX (excl internal resource)	$		60-80,000								
OPEX	$			c.12,000	c.12,000	c.12,000	c.12,000	c.12,000	c.12,000	c.12,000	c.12,000
Revenue	$										
Project Total (excluding GST)	$		60-80,000	c.12.000	c.12.000	c.12.000	c.12.000	c.12.000	c.12.000	c.12.000	c.12.000
Detailed cost breakdown attached Y/N?		N									

Business Justification and Scope	
Project/Programme	• Extended public operational hours • Scope: Open 6.5 hours on Mondays and 3 additional hours on weekend days (10am-4:30pm)
Purpose	• Capitalise on opening of new facility to increase public visitation and engagement
Level of Service	• Improve LOS • Will meet anticipated future demand and growth
Business Justification	• Implications of Current State/Status Quo Option • Options Considered and Preferred Option, reasons • Outcomes (what changes – business or community) - will successful delivery enable? (per above section, Strategic Alignment) • Benefits (what advantages – internal or community) – are enabled by the outcomes? (per above section, Strategic Alignment) • Evidence to support the case for investment – attach Project Brief, Business Case or Optioneering Assessment if completed
Risks, Opportunities	• Most relevant only, describe key risks/opportunities and mitigations/exploitations – attach supporting evidence if available
Assumptions, Constraints and Dependencies	• Statutory and Regulatory context (compliance parameters, requirements or conditions) • External decision makers or approvals required • Affordability and funding availability • Sustainability, climate change impacts • Coordination with other agencies/projects/activities (internal or external, public or private) • Previous consultation/stakeholder perspectives • User Acceptance Criteria (UACs) or stakeholder requirements • Minimum Viable Product (MVP) for technical parameters

Cost Summary		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$										
CAPEX (excl internal resource)	$										
OPEX	$	41,236	41,236	41,236	41,236	41,236	41,236	41,236	41,236	41,236	41,236
Revenue	$	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818
Project Total (excluding GST)	$	34,418	34,418	34,418	34,418	34,418	34,418	34,418	34,418	34,418	34,418
Detailed cost breakdown attached Y/N?		N									