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

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

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

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CHIEF EXECUTIVE

Open Meeting

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

I. EXECUTIVE SUMMARY

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

2. RECOMMENDATION

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

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

3. ATTACHMENTS

Huntly Mining and Cultural Museum Society Incorporated Business Plan

Huntly Mining and Cultural Museum Society Inc

Huntly Museum Business Plan 2021 – 2024



Huntly Railway 1960's

Prepared May 2021

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EXECUTIVE SUMMARY

VISION: Huntly People are proud of our history/heritage

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

THE PURPOSE OF THIS BUSINESS PLAN?

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

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

DEFINING THE HUNTLY MUSEUM

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

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

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

Objects regulated include:

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

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

HUNTLY MINING & CULTURAL MUSEUM SOCIETY INC

ORGANISATION INFORMATION

Address: 148 Main St, Huntly
 Phone Number: 07 8288128
 Email: collections@coal.net.nz

Key Contacts Operations: Debra Kane
 Collection Manager

Key Contacts Governance: Bryan Morris
 Chairperson

Legal Status

Legal Name: Huntly Mining & Cultural Museum Society Inc,
 trading as **Huntly Museum**.

Legal Structure: The Constitution of The Huntly Mining and Cultural Museum Society Incorporated was registered (Reg. No. 678517) with the Registrar of Incorporated Societies on 4 September 1995

Charities Services: The Society was registered with the Charities Services on 14 June 2007.
 Registered Charity CC10452

The Society is GST Registered. It is formally registered as a donee organisation with the Inland Revenue Department.

The Constitution contains the following aims and objectives:

- To collect and preserve the history of the Waikato Coalfields and the social history of the surrounding areas.
- To record, preserve, research and exhibit items relevant to this history, with an emphasis on mining from 1864 onwards.
- To encourage local community groups to carry out activities at the Museum providing these activities do not conflict with the Society's aims.

The Society has about 180 members, around 80% of whom are currently financial.

A local museums association, the Waikato Museums Network, exists in the Waikato area. The Museum belongs to it and participates in the Network's activities as appropriate.

THE TEAM

Executive Committee:

Chairman: Bryan Morris

Bryan sees the Museum and Kimihia Lakes as an integral part of Huntly's and the North Waikato's positive future. Bryan brings valuable experience and drive to the Museum Projects.

Secretary: Jennifer Allen

Only recently involved with the Museum. Chair of Kimihia Lakes and sees the Museum as an important part of Huntly history along with old East Mine.

Committee member: Alf Stubbs

Alf came out from England in 1974 as a mine engineer and has managed international companies. Particular interest in mining. Has plans for the Station building including a portal entrance.

Committee member: Frank McNally

Long standing councilor and local business operator McNally Car Painters which was established in 1946.

Committee member: Nichola Spencer

A fifth generation Huntly resident. Nichola has a particular interest in family history and is a partner in local business Spencer Flooring.

Committee member: Lynne Johnston

Lynne has lived in Huntly for 14 years. Her great grandfather was involved in mining. A relative was married to Mr. Brocklebank who was killed in the Ralph Mine Disaster. Lynne is interested in New Zealand History.

Council representative: Shelly Lynch

Shelley is a long-term councilor and currently council representative on the Museum Committee.

Staff:

Administration Manager: Julie Grut

Seven years in the role, strong understanding of Huntly museums systems, community knowledge, local history & family research, PAYE, financial reporting, memberships and volunteer management. She works Monday to Wednesday afternoons, 12 hours a week.

Collection Manager: Debra Kane

One year in current role, 20 years' experience working in museum management, collection care and curatorial. Works 16 hours a week, current job description is centred on Collection management / artefact care.

HISTORY OF HUNTLY ¹

A town 34 km north-west of Hamilton with a 2018 population of 7,000. Originally a Māori settlement called Rāhui Pōkeka, Huntly was a military post during the Waikato war and a Pakeha settlement afterwards. It was named after the hometown of Scots settler James Henry, postmaster from 1870.

Huntly expanded when commercial coal mining began. In 1874 Captain Anthony Ralph, a former Waikato militiaman who had been granted land nearby, registered the Taupiri Coal Mining Company, and Ralph's Mine opened in 1876. Companies owned by the Ralph family dominated the industry until the 1940s.

Huntly developed as a tight-knit working-class community. Many miners came from the South Island's West Coast, and the north of England and Scotland. Local Māori also entered the industry in large numbers. Huntly miners stopped work for three months during the 1913 general strike. On 12 September 1914, 43 miners were killed in an explosion in Ralph's Mine.

Brick making began at Huntly in 1884. The dominant firm, the Huntly Brick and Fireclay Company, was established in 1911. After several name changes, it was still operating in the 2010s as Shinagawa Refractories. Many buildings in the town are made of Huntly brick, including the Masonic Lodge, St Paul's Anglican Church, and the former Huntly Hospital, and it is a widely used building material throughout the region.

At first coal was mined underground at Huntly, but in 1915 a bridge across the Waikato River gave access to more coal on the west bank, and mining settlements such as Pukemiro, Glen Afton, Rotowaro, Waikōkōwai and Renown were established. Opencast mining began west of Huntly during the Second World War, and an opencast mine also opened on the east bank of the river at Kimihia. As nearby swamps were drained, Huntly also became the centre of a farming community.

Huntly Thermal Power Station

New Zealand's largest power station is situated on the west bank of the Waikato River at Huntly. Its huge smokestacks dominate the skyline. Commissioned in 1983, the station belongs to state-owned Genesis Energy. It runs on local coal and gas and uses water from the Waikato River for cooling.

Waahi Pā

Principal marae of Ngāti Mahuta, and traditional home of the kāhui ariki – the Kīngitanga royal family. It is at Huntly, on the west bank of the Waikato River. The present king, Tūheitia, lives nearby.

¹ Nancy Swarbrick, 'Waikato places - Huntly', Te Ara - the Encyclopedia of New Zealand, <http://www.TeAra.govt.nz/en/waikato-places/page-4> (accessed 25 February 2021). Story by Nancy Swarbrick, published 31 May 2010, updated 11 Jun 2015

Pukemiro

Settlement 18 km south-west of Huntly. Pukemiro was one of the first coal settlements established on the west side of the Waikato River, in 1915. A railway line linked Pukemiro (and nearby mining settlements) to Huntly. Mining ceased in 1967.

Glen Afton

Locality 16 km south-west of Huntly. A settlement developed to service two coal mines which opened in 1923. The mines were owned by the New Zealand Co-operative Dairy Company, which needed coal to power its Waikato dairy factories. The company built a model town, including miners' houses, a boarding house, school and roads. On 24 September 1939, 11 Glen Afton miners died of carbon monoxide poisoning caused by a mine fire.

An opencast mine, opened in 1944, it was supplying both the dairy company and the Meremere Thermal Power Station by the 1960s. It closed in 1969.

Rotowaro

Locality 11 km south-west of Huntly. Rotowaro was a coal-mining settlement from 1915. In 1930 the Waikato Carbonisation factory was built there to process coal slack into heating briquettes. The 'Carbo', as it was called locally, closed in 1987, and is now listed as an industrial heritage site.

In 1979 State Coal Mines announced plans to demolish Rotowaro township to create a huge opencast mine, and by 1987 all the residents were relocated. This caused great bitterness, as many had lived there all their lives. In the 2010s the Rotowaro opencast mine was run by state-owned Solid Energy, but is now run by Bathurst Mining Company.

Fuel for War

Māori used Huntly coal before Europeans arrived, and explorers and missionaries were aware of the existence of coal seams from the 1840s. It has been suggested that Pākehā desire to control this resource was one reason for the invasion of the Waikato in 1863. During the war coal was mined from the banks of the Waikato River near Huntly to fuel the British steam-powered gunboats.

Further reference:

<https://wdcsitefinity.blob.core.windows.net/sitefinity-storage/docs/default-source/your-council/plans-policies-and-bylaws/plans/district-plan-review/section-32-reports/historic-heritage/appendix-10-4-1-4-historic-overview>

BACKGROUND – OUR STORY

Huntly Museum is owned and operated by the Huntly Mining and Cultural Museum Society. Collecting Huntly and district social and industrial history with a strong focus on coal mining. Officially opening in 1980 by the Huntly Historic Society, the society was dissolved in 1983 and the Cultural Museums Trust Board established. The board operated informally under a deed of Trust until 1995 when the current society was incorporated.

Establishment: ²

When the Huntly Historical Society was formed in June 1974 one of their main objectives was the creation of a museum to house objects and photographs of local interest. 'The Pines' in Harlock Place was built as a mine manager's house in 1890 but by the 1970s lay vacant and vandalised. No longer required by the Department of Mines, the house was given to the society.

The trustees of The Huntly Mining and Cultural Museum Trust, formed to operate the museum, were Mary Clark, Venna Fry, Campbell Fletcher, Vera Burke, Joseph Holm, Graham Pickett, Elsbeth Slade-Gully and Ross Carroll. Their objective was to create one of the finest small town museums in New Zealand, featuring Huntly's main industries, coal and brick-making, as well as reflecting the culture and family life of early Huntly.

Correspondence from the time shows a flurry of letters requesting money or products to help with the completion of the museum as well as dissension and concerns about renovations which changed a classic twin gabled, single story house into a far less attractive but certainly more spacious double storied museum.

Also recorded in minutes and newsletters from those years are the flea markets, garage sales, wine and cheese evenings, and street stalls that helped fund the project, as well as the very many hours of volunteer labour. The museum finally opened on 2 November 1980.

The museum has been governed by an elected Committee of Society members who with other volunteers, have collected, catalogued, preserved and displayed the Museum's collection. Initially displayed in an historic building on Harlock Place called "The Pines". Previously a mine managers house, it housed displays showcasing the mining industry and domestic life in Huntly. Community and council support saw the museum outgrow the confines of the property and plans were made for a purpose built museum incorporating heritage buildings at Puketirini.

These plans have proved too aspirational for the Huntly Mining and Cultural Museum Society to realise at that time and were put on hold as a new committee came on board. "The Pines" was sold and the money vested with Council for the future development of a museum. In 2017 the museum collection was stored in the Civic Centre and the museum volunteers and staff located in the office / shop area at 148 Main Street.

The Waikato District Council supports the museum, providing an annual grant of \$50,000 per year and a low rental agreement for a 3 x 3 year lease for the Main Street property, the Civic Centre.

² Feasibility Study - Waikato Coalfields Museum Redevelopment: Lany Robbins OBEFNI – May 2013

The Huntly Mining & Cultural Museum Society Inc

Strategic Direction 2020 - 2023

VISION: Huntly People are proud of our history

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

OUR PRINCIPLE IS: “Without a past there isn’t a present, without a present there isn’t a future”.

STRATEGIC GOALS:

Care for, maintain and provide collections and research resources at a hub in the centre of Huntly	Stories and collections will be connected to the industry and culture of the Huntly area	Foster collaborations to future proof the historical collections	Railway Station building will be positioned at an accessible site that demonstrates local history	The finances and funds will be managed effectively and responsibly
<ul style="list-style-type: none"> • Document and care for artefacts and archives to best practice NZ Museum standards • Monitor conditions to create climate controlled areas to best protect collections • Run an annual pest programme to protect collections • Make collections accessible for public and academic research 	<ul style="list-style-type: none"> • Provide opportunities for interactive education initiatives. • Run a program of displays and exhibitions. • Create opportunity for community to connect with artefacts / taonga e.g Community Gallery • Revisit collection policy to ensure it is relevant. 	<ul style="list-style-type: none"> • Work with Waikato District Council to ensure the collections are preserved in suitable buildings • Attend Waikato District Heritage Forum meetings • Network with local museum cluster groups • Attend and host workshops on museum best practice 	<ul style="list-style-type: none"> • Investigate alternative locations that best suit the Huntly community as the current location of this community asset is not suitable • Keep the historic integrity of the building intact 	<ul style="list-style-type: none"> • Maintain a membership base of 100 members to hold the moral ownership for the society. • Develop a funding plan and engage with funders to showcase the Huntly museum potential to impact anyone connected with Huntly.

STRENGTHS / OPPORTUNITIES / ASPIRATIONS / RESULTS

SOAR Analysis: Huntly Museum

February 2021

Strengths and opportunities focus on the organisations present situation, whereas aspirations and results focus on the desired future situation. Further building on an organisation's strengths will yield better results than spending time on improving weaknesses.

<p>Strengths:</p> <ul style="list-style-type: none"> • The money currently sitting with council that will enable the start-up of the museum at the Railway Station • Our history is: 1960's railway yards, coal, bricks unique to Huntly • The railway corridor – Hamilton to Auckland commuter service starts in April and includes stopping in Huntly • We own the station sitting out at Lake Puketirini, which will be a good building for a small museum in central town • The station will provide public toilets • The building is a Huntly icon • A partnership with Council to develop the station as a museum • Local artifacts and objects exist and are accessible • The museum operates to the standards and policies set by Museums Aotearoa 	<p>Aspirations:</p> <ul style="list-style-type: none"> • Work with other heritage-based community organisations in the area to form collaborative projects: Glen Afton, Bush Tramway, Historic Places • Creates an uplift in the town • Huntly is a nice town to live in and people want to move here. • Develop trails – Huntly Brick Road walk • Iconic mining machinery at the entrances to town • Develop an enterprise to support the operations of the museum
<p>Opportunities:</p> <ul style="list-style-type: none"> • Research and education available with the archives and museum • Additional interest from schools with NZ History curriculum being introduced in 2022 • Able to move the station back to the central location in town, near its original siting • Own a historic building (railway station) that will be showcased • Access the society funds currently held with Waikato District Council • Tie in with tourism – day visitors come to visit the charity shops in town • Develop the social history • Connect with Kimihia developments for tourism/education potential • There is still fire clay under Huntly 	<p>Results:</p> <ul style="list-style-type: none"> • An increase in visitor numbers • Recognition as a place of significance to visit • Receiving donations of artifacts and objects • Financial independence • In the Waikato District, recognised as unique for its coal mining and industry

WHAT WE DO AND HOW WE DO IT

Housing and presenting the 14,000 item collection of regional and national coalmining artefacts and archives plus local and regional cultural heritage material held by the Huntly Museum. The Museum wants to be able to undertake current and proposed activities such as research, educational sessions, interactive exhibitions, local events and collection management in fit for purpose facilities that comply with NZ Museum Standards.

Location

Currently the museum and collections are held at 148 Main Street in Huntly (previously the Civic Centre).

The building is owned by Waikato District Council and leased to the Huntly Mining and Cultural museum on a 3 year term, with right of renewal for a further 2 terms. 2021 is Year 4.

This location is secure for the collection, dry and safe from potential theft. It is not fit for purpose but adequately meets our needs.

The location is very good for connecting with people on the Main Street and working alongside the neighbouring Library.

What we offer now

Research: People ask local history and family questions. For example; a recent request asked us if we had any photos showing mechanisation of coal mining practice from the 1950s in local coal mines for a book that was being written on Bill Munden. We had 200 photographs donated by Bill Munden of which we narrowed down the search to 5 of machinery called a Continuous Miner and the author has chosen 2 to be represented in his book. He paid a modest fee and the museum will receive a credit line in the book. Most of the research requests are local family or mines related.

After initial consultation, fees are charged. Currently the Collection Manager is available via email and appointment.

Exhibitions: Irregular displays are developed themed for different events. The space at 148 Main Street is very limiting for displays but work is being done in 2021, supported by the landlord, Waikato District Council, to increase the display space and make it more accessible and welcoming.

Opening Hours: The museum is currently closed to the general public while the display area is being developed. This will be open in 2021. There will be a significant area for coal mining experience, a small display about the awa and a kitchen display from 1930's with opportunity for interactions.

When refurbishments are complete, the museum will be open 20 hours per week, staffed for some of this time by volunteers.

The Collection

Our collection records over 150 years of a particular working class culture in the North Waikato area of New Zealand. The Huntly Museum is the sole repository of the region's unique coal mining history, with a large archival and object store, including union minute books, maps, plans and inspector's

reports. We have a large collection of Brickworks memorabilia. Our everyday cultural objects and archives collection is also extensive, and in some cases unique.

In 2020 Huntly Museum has **13,480** catalogued items in a unique locally focussed collection. All of the collection items have been gifted by the community to hold in perpetuity for future citizens to benefit from. They have been accepted using robust collection policies and according to Museum Aotearoa National Standards. Years of good documentation standards, strong registration staffing and museum specific databases mean the collection is very well documented for a small town museum.

The collection is especially well “packed out” with large investments over the years from community funders to purchase expensive long life acid free boxes ensuring items are custom packed to best preserve their fragile nature. The quality of this work is as good as any of the large urban museums run by teams of well paid professionals.

The collection is conservatively estimated to be worth \$1.3 million this is a wonderful unique community asset. Especially strong as the only North Island Museum to focus on the coal mining industry, with Mining Union minute books dating back to 1892, maps, photographs, artefacts and machinery from the first days of automated mining. Evocative and emotional material related to the Ralph Mine disaster and the Glen Afton disaster.

Along with a large nationally significant photograph collection, there is a heritage textile collection with items worn in Huntly in the 1860s through to the 1960’s. Furniture and domestic items show the changes in social life and technology over the last 150 years. Items brought home by local soldiers from WW1 And WW2 are displayed during regular ANZAC day commemorations.

While not all collection items can be displayed all of the time, these are things which can always be available to researchers and when exhibited enable people to make meaningful connections to their cultural identity.

Family research is our most frequent deliverable service to the community even if our doors are not constantly open, we are still currently taking 3-10 research enquiries a week all responded to by staff and volunteers.

The collection is monitored and regular pest treatments are required to keep items intact. Paid up society memberships number 140 and we have around 12 active volunteers, as well as 9 committee members. One Office Manager working 12 hours a week and one Collections Manager working 16 hours a week.

Collection	Objects	Photos	Archives	Library	Total
Items:	3711	5245	2855	1669	13,840

Engagement in the Community

Waikato Coalfields Museum exists as a mid-sized regional collection built up from community gifts and donations over the last 40 years. This collection is available for loan by other museums, accessed by local and international researchers and used locally in displays both at the museum and outside the museum.

The museum has a Kaitiakitanga or custodian role, to care for the objects, records and stories and for people to access now and in the future. Where people are throwing out things they no longer need and communities move with new technology, the museum is in the business of keeping the original or the hard copy as a reference to how life was and as a connection to a local identity. Museums feed directly to a sense of community wellbeing by providing a reflection of ourselves and our place.

Huntly Museum has seen this directly with a popular 1950s photograph exhibition in 2020 at 148 Main Street. A large collection of images from a local professional photographer was located in an old shed and as these were displayed, the public were able to help identify the subjects of the photos, the events and the dates. This display had a huge connection to the public with follow up media reporting on it at Radio NZ and other places.

The museum also connects with a wider community via social media, with popular Facebook posts generating interaction each week. A recent popular post in Jan 2020 reached 3,500 people.

Previously the museum has been able to service school groups, run holiday programmes for local youth, craft sessions, lectures and workshops. In time, with secured operational funding, the museum will be able to do this again.

Matauranga Maori and Tikanga in the Museum

Huntly Museum is informed by the principles of Matauranga Maori and Te Tiriti o Waitangi within the museum. We take on a role as kaitiaki in how we care for taonga and how we connect taonga through whakapapa, provenance, and the stories of these. It is through these connections the taonga stay warm and alive.

We acknowledge the holistic approach of care and respect and follow tikanga in practical aspects for example we have restricted eating, drinking or food around our taonga both in collection storage and on display.

New taonga Maori in the collection is welcomed in and blessed, powhiri for special events and our understanding of tapu and noa spaces. We have water for cleansing between these areas.

Museums Aotearoa Code of Ethics and Professional Practice 2013

Museums Aotearoa Te Tari o Ngā Whare Taonga o Te Motu, The Museums of New Zealand Inc, recognises the 2007 International Council of Museums (ICOM) definition of a museum as a foundation statement:

A museum is a non-profit making, permanent institution in the service of society and its development, open to the public, which acquires, conserves, research, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment.

It also affirms the principles which inform ICOM's Code of Ethics:

Museums preserve, interpret and promote the natural and cultural inheritance of humanity. Museums that maintain collections hold them in trust for the benefit of society and its development. Museums hold primary evidence for establishing and furthering knowledge. Museums provide opportunities for the appreciation, understanding and management of the natural and cultural heritage. Museums hold resources that provide opportunities and benefits for other public services. Museums work in close collaboration with the communities from which their collections originate as well as those they serve. Museums operate in a legal and in a professional manner.

This Code of Ethics & Professional Practice amplifies and refines the requirements of the definition and principles of ICOM. It is intended for the use of members of governing bodies and the professional staff of museums and art galleries in Aotearoa New Zealand, as well as for the reference of local authority managers with direct responsibilities for such museums. It describes the responsibilities of governing bodies, museum and art gallery managers and staff to each other, to the collection which is a core element of museums and art galleries, and to those who support, fund and who visit museums and art galleries.

In reflecting on the unique aspects of Aotearoa New Zealand, Museums Aotearoa and its members recognise the relationship established by Te Tiriti o Waitangi, the Treaty of Waitangi, and we accept that the principles of tino rangatiratanga apply to many aspects of museum and art gallery 2 MUSEUMS AOTEAROA Code of Ethics 2013 3 work. This recognition requires museums and art galleries to understand and incorporate the values of tangata whenua and all other peoples who have made Aotearoa New Zealand home.

It recognises that full authority in relation to the collections does not always rest within the institution and that it is crucial to maintain regular and mutually respectful contact with appropriate Māori, iwi and other interested groups to fully reinstate stewardship and properly value their connections to the works and activities of the museum or art gallery.

PROJECT DEVELOPMENTS 2021 - 2024

Our past and ongoing partnership with Waikato District Council has been the key reason the museum upholds professional Museum standards within the 13,500 artefacts in the community collection.

We look to grow this strong partnership with the exciting project of moving the Railway Station from Lake Puketirini back to the railway line as a local museum.

The wider community back the move of the station to the Railway, and with public facilities easily accessible, it will be a functional and attractive introduction to Huntly for all train users, bus users and pedestrians.

A small but perfectly formed museum will display our local history for all to appreciate and a community gallery space will give local groups regular opportunities to display Huntly arts and taonga.

Within the Civic Centre on Main Street, the museum currently stores its collections and facilitates research enquiries connecting here with the Huntly Public Library next door is a natural and complementary fit.

As the library works to digitize its collection of newspapers, they pass them over to the museum to be stored. In a world going digital Museums are in the business of keeping that one precious hard copy.

Connecting also with local groups such as the NZ Huntly Genealogy Society we share our records and their knowledge, we hope to grow this relationship further too and grow our connections with other local groups.

Building on the professionalism of work done in the past in collating, caring and connecting local taonga treasures it is time now to showcase the best Huntly has.

We want to be part of lifting people's vision of Huntly providing top facilities which are matching new growth in the area.

To enable this development, we have split the work up into two separate projects;

- **Project 1** being a focus on the Civic Centre Collections Space and small exhibition area
- **Project 2** being a focus on a Public Museum space at the Huntly Railway Station

Project 1: Civic Centre

- **Civic Centre Collections Space - what it holds, why and who for?**

Previously a theatre space at the Civic Centre, this large space now holds 95% of the museum's collection. 13,481 catalogued items are stored and carefully packed in long lasting acid free boxes, with many of the storage materials being funded through community grants.

In this clean and monitored environment the staff check and treat items for pest infestation, mould and general deterioration, with regular full pestigas treatments and specific spot treatments. Objects are protected from natural light, have limited handling, and are supported in appropriate packing conditions depending on their specific needs.

Worth over a million dollars, security is very important as this collection is unique and impossible to replace and the Civic Centre theatre provides a good degree of security.

The collection includes hundreds of precious textile items, such as a 1865 olive velvet dolman style women's jacket which belonged to a woman who settled in Huntly. Also included are wedding dresses and other formal wear worn in Huntly, as well as everyday wear from the late 1800's to the 1980's and unique hand-crafted items made locally with pride, such as tea cosies and aprons.

Over 2,800 records from defunct clubs, businesses, and organisations, show the towns progress and interests through time. Other special paper documents include: a civil defence booklet from 1943, a WWI diary from 1917, a mining pay sheet from Ralphs Mine in 1905 with signature of each miner and what they received. There is also a series of oral history recordings.

An exceptionally significant photo collection with 5245 wonderful images is extremely popular with researchers, students and writers. These photos are kept in premium acid free storage containers and are being fully catalogued onto a museum specific database.

Nationally the museum is known for its mining collection. Some of the larger items are stored elsewhere but at the Civic Centre there is a collection of mid-sized/small mining tools, helmets, lamps, disaster and recovery equipment through the years, and signage from various mines, original maps, and documents.

The Solid Energy Library as well as other museum library material makes up 1669 catalogued items in the library collection.

Yet to be processed, the museum also has eight linear metres of local newspapers, many decade's worth of editions of The Huntly Press, the North Waikato Tattler and other supplements. We plan to have these as a hands on resource where people can carefully handle and view their past.

With over 3700 objects in the artefact collection the range is huge, and everything has a local connection from Glen Afton pottery, to a 1940's doll house, from kitchen tables to a mining medical kit with morphia syringes, from local toki / adzes to iron forge tools.

What can the museum do with such a range of items? Through displays the museum can connect with school curriculum, for example technology – to show how technology changes through time. A good example here can be utilising domestic kitchen items showing pre- electricity items such as

heavy oven heated irons, candles, an early stand-up ice box fridge and hand cranked washing machines. Using museum worksheets, the children can make comparisons with what they find in their own home.

A program we have run in the past included providing mob caps, tweed peaked caps and aprons and making butter in-house with a butter churn - with the children all participating in a hands-on way. Learning through doing in a fun way and then eating the product.

For the everyday public or local visitor there is a nostalgia factor in seeing things that you connect with your past or your great grandmothers past that comes from your town.

For the overseas or out of town visitor there is the chance to see what happened locally here, to see a longer view beyond a motorway bypass and to delve into a rich history.

The expectation for this collection holding space, is it will continue to house the collection in an appropriate way until a fit for purpose space, with rolling lundia shelving and a more easily controlled temperature and humidity enclosed space, can be located.

- **Display Space at Civic Centre**

To make the most of the space in the Civic Centre at 148 Main Street, the museum has re-organised the office space and is currently turning the remaining area into a small but useful display space to interact with the public.

For security reasons and acknowledging the limited staffing situation, the public space will be fully overseen by staff and connected to the office space.

Showcasing the excellent photo collection, there will be large scale photo murals that will be seen from the Main Street along a 'window bank'. These will identify the building as a heritage space while also making an attractive break to the flood of natural light, which is damaging to artefacts.

Inside there will be a mine display set up with lamp lighting, posed mannequins and original mining equipment in a full-scale diorama setting. A very small theatrette space will make good use of the museum's technology and access to multimedia, incorporating walls already in place in the space to make a usable alcove.

A further case with mining paraphernalia and four pre-produced two metre long hanging interpretation banners, will tell the story of mining in Huntly. A changeable window display with Perspex security screens and a raised plinth will be produced and will highlight items from the collection, where passers-by can see them.

Incorporating museum cases, other small displays will be created themed around life in Huntly, with displays being changed twice a year or as special events come up. The opportunity for community groups 'to guest' will be available in a limited format and is a precursor to what can be achieved in the Railway Station building when that is operable.

A research desk and access to collection and family history information will be available by appointment and for a small fee. The goal for this space is to create a public interface to the

collection and interest in the collection, while planning and organising for when the Railway Station goes ahead.

The expectation is that this display space will be available and staffed for 20+ hours a week until the Railway Museum space is developed and open. Visitor expectation 500 visitors a year and one public programme / holiday programme per year.

Once the station is open, the Civic Centre will be only open by appointment for specific research and viewing.

This development is expected to cost \$15,000 and will be completed in 2021.

This \$15,000 to come from the \$420,000 currently held with council.

Project 2: Railway Station Museum

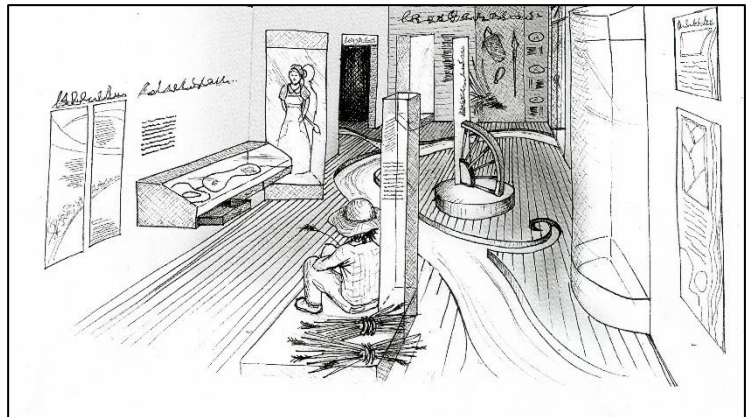
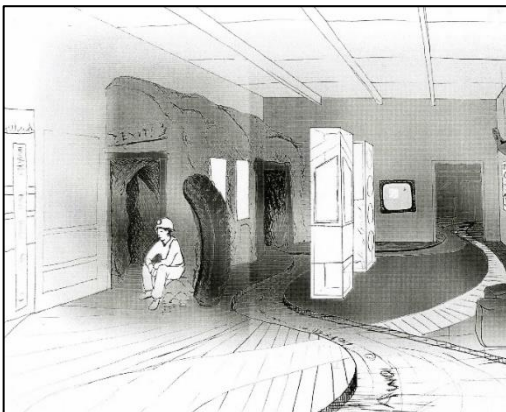
In collaboration with Waikato District Council the Railway Station building, owned by the Huntly Mining and Cultural Museum, will be moved from Lake Puketirini to the Huntly Railway Platform.

This heritage building will be styled as a Huntly Museum and managed by the Huntly Mining and Cultural Museum Society Incorporated, with public access to the toilets for all rail users and general public. The exterior look of the building will be maintained as a 1939 building and security measures will be carefully considered. While the building is moved the museum will continue to function at 148 Main Street as its main base. Plans will be finalised and funding will be sourced during this period.

Displays

The space will be presented with secure displays showcasing life in Rāhui Pōkeka, Huntly, the role of Kingitanga, the story of local industry through Mining, Huntly bricks, Glen Afton pottery as well as key personalities from the area. The mining display will feature a walk through mine shaft diorama.

These will be long term displays made to last five years with only minimum updates and will feature interactive drawer storage / display to make the most of limited space.



Community Gallery

Importantly the space will also contain a changing display space which we call our Community Gallery and this will feature community input / guest curators / school exhibitions / local artists. This is a way for the museum to connect with the wider community more fully, to have direct input into the content and to ensure that everyone is represented. This will be updated every three months or more frequently.

This will ensure lively continual change which directly meets community need. The exhibition space will be free of charge and the museum staff will assist in installing and marketing shows. Any opening events will require collaborative funding.

Project 2 Costs:

Initial plans to restore the interior shell of the railway station are recently confirmed quotes.

The quote for the interior shell has come from Graham Gunn Builders Ltd, who revised an earlier quote of four years ago, adding 25% for inflation in that time.

At the time of writing this business plan [April 2021], it is unclear to the Huntly Mining & Cultural Museum Society as to whether the Railway building will be fitted out by Council as part of the relocation agreement or not.

The interior Rail Station design plan, plus fitout, have yet to be finalised, but have been estimated below and included in the Business Plan.

The design of the fitout needs to cater for a wide variety of visitor types, the local, the tourist, the tourist groups as well as school classes.

Various design elements allow for a range of activities to go on at the same time – from the individual to group inquiry. The fitout, which with the Civic Centre location, would include research and whakapapa rooms, archival storage, workrooms and a community room for changing exhibitions.

Walls moved, fitted with noiseline plasterboard	\$19,700.00
Interior/exterior walls fitted out with full insulation to reach museum standard.	\$4,500.00
Floor coverings	\$18,750.00
Under floor, and roof insulation installed	\$7,100.00
Wiring, phones internet	\$2,000.00
Interior Building Work	\$31,250.00
Office fit out	\$10,000.00
HVAC	\$22,500.00
Electrical	\$12,500.00
Kitchen Fittings	\$15,000.00
Painting	\$16,250.00
Security system upgrade (exterior and interior)	\$4,625.00
Contingency 10%	\$14,742.00
Total costs:	\$178,917.00

Estimated Exhibition Design Costs:

Key track lighting museum standard	\$30,000.00
Interior signage, adhesive compucut and wall panels	\$10,000.00
Plinths custom built display cases	\$100,000.00
Mannequins (6)	\$5,700.00
Mine shaft display	\$3,000.00
Audio visual local history presentation / technology	\$10,000.00
Photo murals	\$3,000.00
Furniture	\$20,000.00
Visitor access computer to research collection	\$10,000.00
Logo update	\$2,500.00
Exterior signage	\$3,000.00
Total Costs:	\$197,200.00

We plan to seek external funding to assist the fitout and possibly bring the price down through volunteer labour and sponsorship in kind.

As at 20 May 2021, Rick Pearson, Museum Architect of Auckland is developing a quote for the design particular to the Railway Station and our collection.

Proposed agreement between Waikato District Council and Huntly Mining and Cultural Museum Society to develop the Railway Station museum:

The Council is currently holding \$421,800 on behalf of the Huntly Mining & Cultural Museum Society from the sale of Harlock Place.

- Civic Centre refurbishment - \$15,000
- Relocation of the station - \$100,000
- Construction & refurbishment of the Interior shell to museum standard – approx \$200,000
- Museum fit out ready for exhibitions – any funds remaining from the \$421,800. The Society will endeavour to source funding for the remaining exhibition fit out.

By way of formal agreement the Huntly Mining and Cultural Museum Society transfers ownership of the building to Council on the further understanding that:

Funding

- Council will seek to revoke the existing resolution (in regards to the funds derived from the sale of Harlock Place)
- That the funds derived from the sale of Harlock place instead be utilised by Council towards the relocation, structural strengthening and construction of interior shell of the building (for use as a Museum). This will be up to the available funds only.
- Any funding left of the original \$421,800 will go toward the co-design of the internal exhibition space.
- The Society will be responsible for the Furniture and Equipment Component.

Toilets

- That Council will be responsible for the ongoing maintenance and cleaning of the Public Toilets. Any additional toilet facilities solely for use of the Museum will fall under the Society's area of responsibility.

Concessional Lease:

- Council will grant a Concessional Lease to the Society whilst ever council hold the lease for the land.
- In line with Council's community leasing Policy the rental would be \$10 per week.
- The Society would be responsible for outgoings (eg power, cleaning, consumables, contents and public liability insurance solely in connection with their activities) plus furniture and equipment.
- Council will be responsible for Building Insurance.
- Council will be responsible for the upkeep (including graffiti removal) and weathertightness of the building exterior.

Nature of Activities:

- Council (as lessee) is subject to a number of Conditions imposed under the ground lease which necessitate that the Society will need to confirm the broad nature of their activities that will occur (as the subletting arrangement needs to be signed off by the land owner Kiwirail. There are additional requirements around signage so this will need to be jointly agreed through the process) .
- Council has an expectation that the Train Station building will be the main public exhibition space, and that the onsite presence will serve to act as a deterrent for antisocial or delinquent behaviours.

CURRENT FINANCIAL POSITION

The Huntly Mining and Cultural Museum Society has two part time staff, an Administration Manager and a Collections Manager. The Administration Manager is responsible for maintaining the accounts.

Asset

Railway Station at Lake Puketirini – The railway station is owned by The Huntly Mining and Cultural Museum Society, moved to its location at Lake Puketirini in 2004. Funds were secured to develop it as a museum site but it was never occupied, and decisions made to close it up with the intention of revisiting a better location. The Waikato District Council helped in securing the building and now maintains the integrity of that security. The building is in the society's accounts valued at \$438,000.

The railway station is a significant asset to the Society and Huntly and efforts are being made to move it back to its original location at Huntly Railway Station.

In 2017 the Museum sold property at Harlock Place to move to Puketirini. The building was unsuitable and at that time plans were all about developing the railway station at Lake Puketirini. The \$400,000 from the sale of the property was lodged with council, for them to safeguard, holding it until needed for a future development of a museum.

This business plan is reflecting the intent to transfer ownership of the Railway Station building to Waikato District Council and to use the \$421,800 (as at May 2021) for the relocation and development of the museum at the Railway Station.

Income

During the last three years, the main income has been an annual operations grant of \$50,000 from Waikato District Council. As at June 2020 a further \$6,000 was received in small grants and donations.

Forecasted grant funding and other incomes for the 2022-2025 financial years are anticipated and based on ongoing discussions with potential funders as projects are developed.

Challenges

Limited funding sources will always challenge rural towns to effectively deliver community-based initiatives. The society recognises they will need to develop enterprise opportunities to fund the museum ongoing.

Expenses

The majority of the operating expense costs will be focused on the development of new display and exhibition spaces. An increase in wages and associated remuneration costs, along with new programme delivery costs will be reflective of those museum developments.

Budget

The three-year budget projection is included detailing an itemised budget of income and operating expenditure. This budget will be a living document as the projected increase in operation is fully realised and better determines level of income from other sources.

FINANCIAL PLAN

Operational Budget for Huntly Mining & Cultural Museum Society 2022 - 2024			
Details	Year 1	Year 2	Year 3
	2022	2023	2024
INCOME			
Membership	\$ 400.00	\$ 400.00	\$ 400.00
Donations – entrance koha	\$ 1,000.00	\$ 2,000.00	\$ 6,000.00
Donations – community galleries	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00
Fundraising	\$ 500.00	\$ 1,000.00	\$ 3,500.00
WDC - Civic Centre reburbishment (ex Museum Fund)	\$ 15,000.00	\$ -	\$ -
Grants Operations:			
Waikato District Council - operational grant	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
WEL Energy - operations	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00
Trust Waikato - operations	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00
Lotteries Community - operations	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00
COGS	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Grants Display and Community Involvement:			
Te Papa collection care	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Grassroots	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Pelorus	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
Pub Charity	\$ 40,000.00	\$ 30,000.00	\$ 30,000.00
Lion Foundation	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
The Trust Community Foundation	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Youthtown Inc	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Creative Communities	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Enterprise – retail sales	\$ 500.00	\$ 800.00	\$ 1,000.00
Enterprise – museum discovery experiences	\$ -	\$ -	\$ 2,500.00
Total Income	\$ 181,400.00	\$ 174,200.00	\$ 184,400.00
LESS EXPENDITURE			
Civic Centre display refurbishment	\$ 15,000.00	\$ -	\$ -
Contribution to Display development at Railway station	\$ 50,000.00	\$ 30,000.00	\$ -
Display changeovers at Railway museum	\$ -	\$ 3,000.00	\$ 6,000.00
Salaries incl overheads Yr 1: 1x FTE, Yr 2: 1.5x FTE, Yr 3: 2x FTE	\$ 80,000.00	\$ 100,000.00	\$ 140,000.00
Stationery and photocopier rental	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Collection maintenance incl pestigas	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Utilities: power/ internet /phone /eftpos	\$ 2,500.00	\$ 3,200.00	\$ 5,000.00
Marketing – brochures, media	\$ 1,000.00	\$ 3,000.00	\$ 3,000.00
Website development	\$ 6,000.00	\$ 1,000.00	\$ 1,000.00
Technology purchase/ maintenance	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00
Training and development	\$ 1,000.00	\$ 1,200.00	\$ 2,000.00
Volunteer expenses	\$ 1,000.00	\$ 1,000.00	\$ 1,500.00
Accounting	\$ 2,200.00	\$ 2,500.00	\$ 2,500.00
Insurance	\$ 2,800.00	\$ 3,000.00	\$ 3,500.00
Miscellaneous	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Total Expenditure	\$ 175,500.00	\$ 162,400.00	\$ 179,000.00
Net Profit/Loss	\$ 5,900.00	\$ 11,800.00	\$ 5,400.00

Note 1: The \$421,800 currently held by council on behalf of the Huntly Mining & Cultural Museum is transferred to Council for this project development.

Note 2: The funds will be allocated as follows: Civic Centre display refurbishment \$15,000, relocation of the railway station \$100,000, construction & refurbishment of interior shell \$170,000, with the remaining funds to contribute to the exhibit design

FUNDING OPTIONS

There are seven potential funding streams for the Museum:

- Membership – people pay to receive specific services;
- Donations – People donate money or resources out of kindness;
- Sponsorship – Parties give money or resources in return for specific rewards;
- Fundraising – Activities are organised for the sole purpose of raising funds. Activities do not always relate to your service;
- Enterprise – Your organisation sells products or services;
- Grants – Your organisation applies to funding bodies for specific projects;
- Contracts – Somebody pays your organisation to provide a specific service.

In the next three years, the Huntly Museum will focus on increasing membership and donations, prepare quality grants, organise fundraising opportunities and develop a new enterprise concept.

An enterprise being developed is called '***Museum Discovery Experiences***'.

- At the Railway Station Museum, children will have an opportunity to enjoy their birthday parties themed around discovery science and exploration. Think 'Indiana Jones and Dora the Explorer' with activities to entertain the participants on the day.
- For older people, the discovery experience might look like a 'Victorian staged tea party' using the vintage items owned by the museum.
- To host these parties, consideration will need to be given to the ideal space as well as the need for health and safety considerations around the platform area.
- An area for the provision of refreshments may need to be added as an extension to the current building. Plans for this will be developed once the Railway Station Museum is established.

Fundraising opportunities will include:

- **Workshop delivery** such as;
 - How to pack your wedding dress
 - How to protect your heritage items
 - Discovering your genealogy
- **Lectures** such as;
 - The history of Huntly Mining

PROJECTED ROLES FOR HUNTLY MINING & CULTURAL MUSEUM

Job Description: Committee

- Set direction
- Confirm budget / policy and expectations
- Be a good employer
- Partnership with Council
- Good relationship with external stakeholders
- Future planning
- Advocate for the museum in the community

Job description: Manager*

- Run day to day operations successfully
- Managing staff and volunteers
- Setting budgets
- Reporting to committee and other stakeholders
- Setting a funding schedule and applying for funds
- Marketing / identify and survey audience and potential audience
- Write policy
- Identify training needs for staff
- Stay up to date on museums standards
- Understand the local environment
- Deliver a professional museum experience
- Implement public programmes

Job description: Reception/Administration*





- Open the museum during all advertised opening hours
- Engage with visitors / answer queries
- Keep the public spaces clean and identify any hazards. Security conscious.
- Desk projects – such as data entry, cataloguing, digitising, researching
- Collect stats

Job description: Curator / Collection Manager*

- Create / research / install / maintain displays using acceptable museum national standards
- Make collections accessible to audience and researchers in variety of ways

* Subject to funding and/or partnership opportunities with Waikato District Council

MUSEUM ENGAGEMENT PROJECTIONS: 2022 - 2027

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

FINDING OUR AUDIENCE

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

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

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

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

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

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

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

EVALUATION FRAMEWORK

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

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

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

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

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

HUNTLY MUSEUM IN ALIGNMENT WITH WAIKATO DISTRICT COUNCIL HERITAGE STRATEGIES

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

1. Sustainable Development Goals

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

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

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

2. Ministry for Culture & Heritage

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

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

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

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

3. Museums Aotearoa

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

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

4. WDC Growth Strategy:

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

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

Deliver well-planned and people-friendly communities

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

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

Promote our culture

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

Celebrate our history

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

Page 46: CLD info

Community-Led Local Development

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

Page 34: Huntly – Ohinewai growth predictions

Current population = 7,000*

Possible future population = 13,500

* Based on Stats NZ 2018 Estimates

5. WDC District wide Blueprint Plan (June 2019)

Page 45 – Heritage info

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

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

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

Page 60 – Heritage info

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

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

6. Waikato District Heritage Trail Forum

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

7. Waikato District Heritage Strategy

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

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

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

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

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

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

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

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

Cultural heritage - made up of two components:

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

Community feedback has shown Council that you want:

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

RISK REGISTER – HUNTLY MINING & CULTURAL MUSEUM 2021

Event/Area: Financial and funding issue

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

Event/Area: Demand, resourcing and organisation structure

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

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

Event/Area: Stakeholders, Partners and Competitors

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

Event/Area: Technology and support systems

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

Event/Area: Political and Legal Requirements

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

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