



STRATEGIC PLAN 2016 -2020



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Executive Summary

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

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

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

The Cobblestones Museum mission statement is;

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

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

In brief the initiatives are:

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

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

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

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

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

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

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

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

1. Background

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

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

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

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

2. Governance Team

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

3. Vision and Mission

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

Cobblestones Museum Vision

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

Cobblestones Museum Mission

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

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

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

Values and Beliefs – what guides our organisation

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

4. Strategy

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

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

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

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

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

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

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

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

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
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<p>  95% of visitors rate their experience good to excellent. </p> <p>  Implement a digital marketing plan </p>	<ul style="list-style-type: none"> • Develop customer service training for all volunteers. • Develop a project plan to know our visitors • Design and implement a formal survey • Develop internet/social media marketing plan that is cost effective and targets new customers. Measure by page hits, Facebook likes. • Grow Internet based information –across all apps, phone technology. • Trip Advisor & other web based social travel platforms- implement training for trip advisor. Grow trip advisors comments to 100+ • Grow wedding/function business for Cobblestones to 15 functions annually by 2016 and 30 functions annually by 2017. • Develop database of contacts • Send newsletters to target markets • Develop a training 	<ul style="list-style-type: none"> • November 2016 • Completed by July 2016 • Completed by March 2017, report to Board by May 2017. To be repeated every summer between 2017 and 2020 • January 2016 through to 2020. Report half yearly on numbers and comments. • Commences in 2016, continues through to 2020. • between March and August 2016 • 2016/2017 • 2017 • August 2016
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<ul style="list-style-type: none">  Provide the volunteers with ongoing professional training.  10 new members join either the friends or volunteers each year. 	<p>manual and implement training programme</p> <ul style="list-style-type: none"> • Work with Friends and volunteers to recruit more help. 	<ul style="list-style-type: none"> • 2016 • Report yearly on recruitment numbers. • 2016 to 2020.
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Strategic Initiative 4: To improve access to the collection through exhibits, publishing, programmes events and social media.

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
<ul style="list-style-type: none">  Develop a five year plan of exhibitions and events. 	<ul style="list-style-type: none"> • Arrange summer programme of events – second Sunday of each month. • Develop events program • Develop school, pensioner programs • Displays and exhibits in heritage buildings will be progressively upgraded and collection objects contained within • Collection cataloguing: the following buildings will be catalogued. 	<p>2017</p> <p>2017/2018</p> <p>2017/2018 and beyond</p> <ul style="list-style-type: none"> • Woolshed 2016 • Hastwell stable and Hospital 2018 • Church and School 2019 • Cottage 2020

<ul style="list-style-type: none"> Work with Papawai Marae in developing a combined exhibition. 	<ul style="list-style-type: none"> Arrange meeting with Papawai Marae committee to explore developing a working partnership. 	<ul style="list-style-type: none"> End of 2016
<ul style="list-style-type: none"> Identify items in the collection that can be used in a “hands on” exhibit. 	<ul style="list-style-type: none"> Design to be confirmed and commissioned. Signs to be completed and erected. 	<ul style="list-style-type: none"> December 2016 2016
<ul style="list-style-type: none"> Undertake design work to implement the upgrade of exterior interpretative signage. 	<ul style="list-style-type: none"> Continue to seek the support of identified source to complete this project. 	<ul style="list-style-type: none"> December 2017
<ul style="list-style-type: none"> Complete the installation of exhibition lighting in exhibition building. 		<ul style="list-style-type: none"> December 2016

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

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

Strategic Initiative 6: To improve our financial viability.

What we aspire to do (objectives)	What we'll do (actions)	When will we do it
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<ul style="list-style-type: none"> ✚ Build a business relationship with Schoc Chocolate. ✚ Manage operational costs ✚ Improve revenue 	<ul style="list-style-type: none"> • Board Chair to arrange regular meeting with Schoc management. • Develop better financial reporting systems. • See marketing initiatives above 	<ul style="list-style-type: none"> • 2016 • February 2018 • Ongoing
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Strategic Initiative 7: Further develop the buildings, infrastructure and general environment

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

5 Future Actions

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

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

