

Waipu Museum Development

Phase Two

Report for the Centennial Trust Board

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1. Introduction

Purpose and scope

This report on Phase Two of the Waipu Museum Development project is for the Waipu Centennial Trust Board (WCTB). The purpose of the report is:

- To evaluate the feasibility of the two options for the development of the museum
- To make recommendations on the options to the WCTB.

This report assumes a good level of knowledge about the project and does not contain background material or information about the schemes which can be found elsewhere. Consultation on the two options was part of this project.

NOTES:

The views expressed are those of the consultant, taking into account all the evidence and information generated. Where they are not the views of the consultant, this is stated.

The Heritage Precinct was not included in the scope of this project.

An expression of interest to the Provincial Growth Fund for a Waipu project that includes the museum was submitted in this phase. The consultant was involved in this piece of work. This is not in the scope of this report and therefore is not referenced.



Useful resources for WCTB

The AIM Hallmarks of Prospering Museums – a framework that identifies the characteristic of successful museums, noting it is UK toolkit and therefore lacks the important cultural dimension that is unique to New Zealand www.aim-museums.co.uk/aim-hallmarks/

Governance 101 online training – recently launched by Sports New Zealand, a guide to the key principles of not for profit governance, not overly specific to the sports sector www.sportnz.org.nz/managing-sport/search-for-a-resource/news/new-governance-101-online-training-now-live

2. Approach

Background

In February 2018, Sally Manuireva Consulting was commissioned by the WCTB to assist with the options analysis for the development of Waipu Museum. This resulted in a report to the Board in May 2018. This is hereafter referred to as Phase One of the project.

The WCTB received and adopted the report and agreed to proceed along the route recommended in the report, which was:

- That the Trust should progress the current scheme (i.e. front and rear extension to the existing building) to the next stage of development.
- That a vision and brief for the Hammer Hardware building option should be devised in order to enable a concept design and cost estimate to be developed.
- That a further level of design work and cost estimate should be undertaken to the Hammer Hardware building option to be able to fully evaluate it.

Figure 1 outlines the Phase Two methodology, which is rooted in Phase One, including the assumptions that have guided this piece of work.



Appendix 1 for the assumptions arising from the Phase One work. The full report is available on the museum's website.

Architectural work

In this phase, the aim was to achieve the same level of design and costing for both schemes, in order to be able to make a true comparison. An architectural brief was developed (based on the Phase One report) and was approved by the Board. A competitive process was run to procure architectural services and a panel established for assessing the responses. HB Architecture emerged as the preferred company. Their track record, capacity and capability was deemed the most aligned with the needs of the Waipu Museum. Value for money, team fit and proximity to Waipu were also considered. The assessment team was unanimous in their choice.

Expertise

WCTB has sought the input of a range of experts throughout this phase of work, which underlines the robustness of the process. Expert input in the following areas: construction management, architectural design, quantity surveyor, legal, Iwi relations and cultural protocol and museum retail. This is in addition to the consultant's own 25 years + international experience in the museum sector.

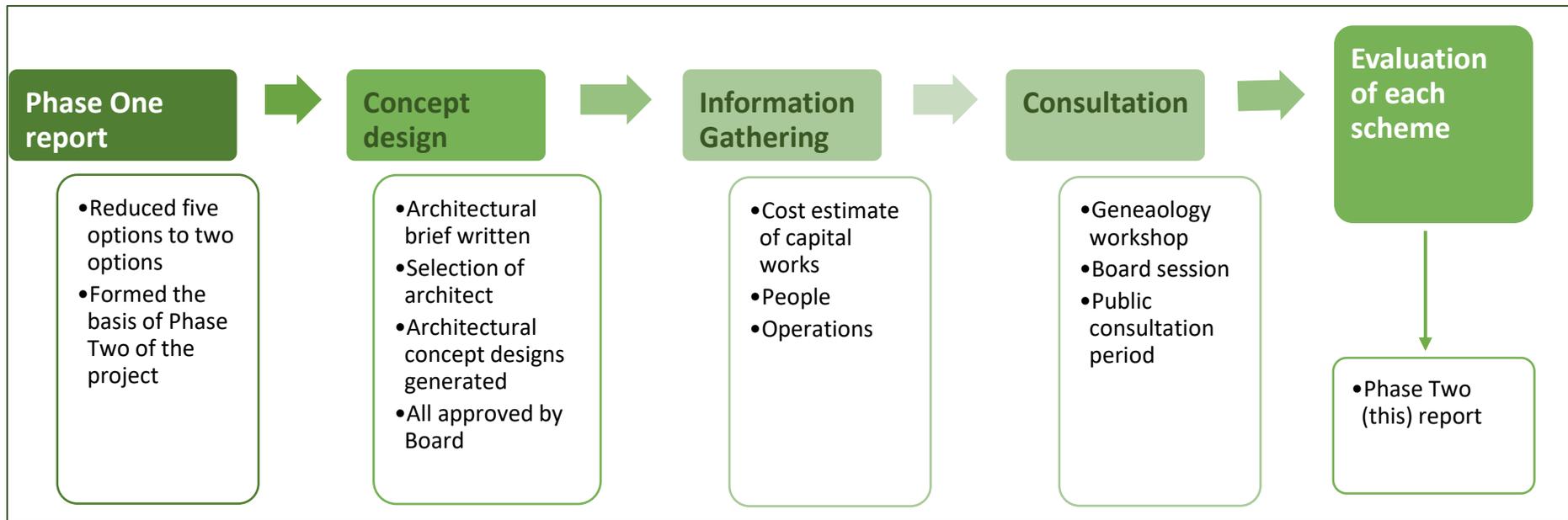


Figure 1: Phase two methodology

3. Summary of findings

This section summarises the main findings and the underpinning considerations. The recommendations of this report fall into three areas:

- Choice of scheme
- Stakeholder engagement and external communications
- Leadership, management and governance

As a result of the assessment set out in this report, the primary recommendation to the WCTB is to proceed with the option of Scheme Two.



For 'Next Steps' on Scheme Two, see Section 8.

Option analysis

The options that are available to the WCTB are shown in Figure 2. In analysing the options, the findings are:

- That 'doing nothing' is not an option and that the rear extension alone is not sufficient.
- Either Scheme One or Scheme Two would achieve the stated objectives and goals of the WCTB. Investment in either scheme would build on the unique heritage of the organisation and improve the museum dramatically. However, the two schemes are very different propositions.
- The options have generated valuable feedback. This is especially true of Scheme One, which involves work to the House of Memories. Although it is the most popular amongst those consulted, it is not an acceptable proposition to some stakeholders (as noted below).
- Scheme One has its merits. The design (with further work) enhances and protects an iconic building; it retains everything on one site and constrains operating complexities and cost; and it offers a seamless visitor experience. However, the risks associated with the building works and construction costs are greater, as there are more unknowns. The opposition from some to Scheme One makes it difficult to see how it could proceed.
- Scheme Two is a bolder, more innovative proposition and also has its merits. The community benefits are greater, as are the partnership opportunities, especially with The Caledonian Society and Patuharakeke. It presents different operational and financial considerations. In particular, achieving the goal of 'one organisation' with two sites will be more difficult given some aspects of the current culture. Scheme Two is unlikely to be embraced by all. However, the leadership of WCTB and the skills of the Waipu community give the confidence that this project can be delivered.
- **Recommendations:** Taking all this into account, the recommendation is that the WCTB proceeds with Scheme Two. There are other options (Figure 2). The WCTB will wish to consider all the options before reaching a decision. Furthermore, effective communication with stakeholders is essential.

Figure 2: Options available to the Board

Do nothing

- Ruled out in Phase One; there is a compelling and strong case for change.
- Doing nothing is not recommended

Scheme One

- Scheme One is the most popular and the most contentious at the same time.
- A number of respondents supported it subject to further development of the design. Some detractors may support it with design changes. However, further design time is an additional cost and time and the objections to the scheme are unlikely to be overcome.
- In the view of the consultant, it has a number of merits but very challenging to deliver and therefore not recommended.

Scheme Two

- Scheme Two is supported by a high proportion of people. Some support it because they see the opportunity it presents to be bold and innovative; others support it because it is not Scheme One. Some do not support Scheme Two.
- There is a risk of a two-part, divided organisation. Therefore, strong and effective leadership and management is essential.
- In the view of the consultant, this scheme offers the best prospect of the organisation moving forward in a fresh direction. It is the most feasible to deliver. For this reason, it is recommended.
- If the Hammer Hardware building is not available, another building could be considered (in the vicinity of the museum).

Rear extension only

- This was ruled out in Phase One for a range of reasons. WCTB may wish to outline the reasons to stakeholders.
- It is not recommended as an option, but it is a Board decision. The WCTB may wish to revisit this option if neither scheme is feasible.

Overarching considerations

The case for change is strong. The Phase One report stated: “Regardless of location, the opportunity for the museum has been articulated very strongly. That opportunity is to reach a larger and more diverse audience, to have an embedded Māori dimension including through a partnership approach with the Patuharakeke Te Iwi Trust Board, to be more of an information centre for Waipu and the region, to help make the Waipu central street more appealing and to inspire more people interested in their genealogy”.¹ This remains true.

The current visitation numbers (especially paid admission) are low and no evidence has been surfaced in this project of significant local engagement except with motivated descendants. The one exception to this is the Art’n Tartan, which is an exemplar of community engagement and is a priority in the museum’s strategic plan. It is also pertinent that the Bream Bay population is growing, Auckland is creeping closer and Northland is changing (with increased tourism and regional investment). At the same time, museums are evolving and so are their audiences. There is potential to exploit the global interest in family history using the unique example of the Nova Scotian database as a catalyst for interest and enquiry.

Realising the opportunity. Whilst there is a clear opportunity for bold and innovative development at Waipu Museum, the question is, can the opportunity be seized? A major museum project (which this would be for Waipu) is hard and, when combined with the current capability of the museum and the stakeholder environment, it is likely to be challenging, as illustrated in Figure 3. However, the Waipu community have demonstrated their ability in the past to deliver major projects. They are well placed to realise the opportunity if the stakeholders can unite around the selected scheme. This requires excellent management, leadership and governance.

Extension to the rear: Phase One of the project concluded that the unsightly and unsuitable buildings to the rear of the building must be removed. However, the analysis showed that a rear extension alone does not meet the aims of the museum development. In particular, it wouldn’t address low quality existing internal space or provide enough new space or address the lack of street front visibility. The conclusion was also that, if Scheme Two were pursued, the existing building to the rear of the museum must be removed and some landscaping undertaken to improve the quality of the space.

¹ Phase One report to the Centennial Trust Board, April 2018, p.29

Figure 3: Rising to the challenge



Figure 3 illustrates the importance of effective management, leadership and governance for Waipu Museum.

Tensions arise in this project between:

- The size / resources of the museum (which are relatively small)
- The complexity of the stakeholder environment (which is high)
- The scale of ambition (which is high)
- The changing external environment in which the museum operates (high)

Excellent management, leadership and governance is essential to achieve a more united organisation.



See resources in Section 1 – Hallmarks and Governance 101

Acknowledging the descendant community: The WCTB have been consistent in stating their commitment safeguarding the museum’s heritage in tandem with, broadening awareness and access to that heritage. The proposals to develop the museum have generated a range of responses from the descendant community, which are reflected in this report. It is acknowledged that the approach to consultation was not as expansive as some would have wished.

Absent voices: The absence of the voices of local, non-current visitors was noted in Phase One and is still a significant concern. This includes the local Iwi, Patuharakeke. Efforts were made to encourage broader participation in the public consultation but it is evident that the vast majority of respondents are members of the 'museum family'. The museum would be richer for a wider, more diverse participation. A key consideration in assessing the options has been the potential to reach a wider community; scheme two certainly offers a more neutral and flexible space in this regard.

As stated in the Phase One report, the museum needs to develop a more sophisticated understanding of audiences, and this must be led by the museum management and staff.

Recommendations: that the museum team focus on reaching out to non-current visitors, through events and targeted conversations. Furthermore, it is recommended that Waipu residents who are not currently museum visitors are asked to join the WCTB, either as members or special advisors to bring wider audience perspectives.

The Phase One report stated that the approach to incorporating Māori stories must be discussed and determined with the Patuharakeke Te Iwi. There has been some constructive conversations on this front in Phase Two, led by the WCTB Chair. This must continue with the support of the whole WCTB and museum staff.

Strategic Priorities 2017 – 2025: This report finds that there is a high degree of alignment between the intention to expand the museum building and the strategic priorities of the WCTB. The plan highlights the Board's focus since 2015 as being 'framing the next steps for the Museum development'. It also identifies the importance of remaining relevant to the growing and changing communities of Waipu and Bream Bay, both the community of descendants of the Nova Scotian settlers, and the community that lives in the area.

If the WCTB chooses to progress with the museum expansion, the fifth strategic priority of financial stability becomes the most critical. It is recommended that the Board also deprioritises the heritage precinct project throughout the period of the museum expansion; it is difficult to see how the organisation would have the capacity and resources to undertake both. This may not be popular with some stakeholders.

In committing to a major expansion project, an update to the strategic plan would be warranted. Whilst noting that it is the Board's role to set the strategic direction of the organisation, it is also recommended that any update involves the input of sections of the wider stakeholder community (including those aforementioned absent voices).

It is noted that meeting the obligations of UNESCO MOW inscription is the first strategic priority of the WCTB. This is consistent with the commitment that has been demonstrated by the WCTB and museum staff throughout this project.

4. Evaluation of the two schemes

The two schemes have been evaluated. Taking the concept designs and cost estimates, the process for evaluating the schemes was to compare the concept designs to the assessment made in Phase One. The concept designs were reviewed with museum staff, the WCTB and expert advisors. The feedback from the public consultation was also taken into account. There were some information gaps at the end of Phase One, which have been addressed in making this evaluation.

Figure 4: Summary of Scheme 1 and Scheme 2	
Scheme 1	Remain on one site. Extend the current building to both the rear and the front including earthquake strengthening. This includes the removal of buildings at the rear and a stronger connection with the street.
Scheme 2	Become a two-site museum by adding the (current) Hammer Hardware building. Existing museum remains the heart of the settler story, with small improvements to the internal layout and rear of the building. No earthquake strengthening. Locate retail, visitor information, changing exhibitions and events and learning in the Hammer Hardware building. This becomes a 'gateway' to the original with strong connections to the park and public linkage between the two sites.

The schemes (Figure 4) have been evaluated. Figure 5 is a summary of the evaluation.

 *Appendices 2 & 3 for the detailed evaluation of the two schemes.*

Overview

In terms of the principles outlined in Appendix 1, Scheme One is more likely to ensure that the House of Memories is the heart of the organisation, although both schemes ensure it remains as a memorial to the pioneers, and home to the migration collection and story, and the genealogy service. Both schemes deliver appropriate environmental conditions as well as a degree of flexibility and future capacity in the building design. The concept design for both schemes provides a much more effective and logical internal arrangement than previous designs.

Both schemes provide much better spaces for staff, volunteers and visitors; indeed, the quality of experience for all will be transformed. Office accommodation in both schemes is on a mezzanine level but a small lift has been allowed for accessibility. The facilities for genealogy and research are much better, as are the spaces for learning programmes, exhibitions and events.

Scheme One is more likely to ensure that the museum operates as one organisation, providing a seamless visitor experience. However, this is also achievable in Scheme Two with effective leadership and management. Scheme Two is more likely to drive income whilst Scheme One could be less costly to run. In reality, the operating model and the degree of commercial acumen and entrepreneurial drive of the Board and management will dictate income and expenditure. Building and cost risks with Scheme One much higher, as there are uncertainties / unknowns on the building, which could result in more building work and higher costs.

Scheme Two offers great opportunity for partnership, including with the Caledonian Society, who play an important role in sustaining traditions and culture and include representatives of descendant families. It also provides a more neutral space for collaboration with Patuharakeke. The Business Community can also assist with the entrepreneurial approach that will enable the museum to thrive.

Figure 5: Summary of evaluation	Scheme One (see Appendix 2)	Scheme Two (see Appendix 3)
Degree to which each scheme delivers to the long-term objectives for the Museum:		
• Financially sustainable	Moderate	Moderate to High
• Scottish Settlement	High	High
• Genealogical records	Moderate	Moderate
• Exhibitions and activities	Very high	Very high
• Museum relevance	High	Very high
Benefits and outcomes	High	Very high
Other considerations, costs, people, operational practicalities and risk are covered below.		

Concept design is a strong start

The response of HB Architecture is thoughtful, sympathetic and offers a strong grounding for moving forward to developed design stage. The architect spoke about a sense of arrival from the ocean, and a boat (a clinker-built style). This inspired his conceptual approach, the choice of materials and styling. Materials includes pre-cast concrete, treated to bring wood to mind. Concrete also offers advantages of ease of construction, stable interior environment and easy maintenance.

In Scheme One, the upturned boat shelters the existing museum, carefully wrapping it (metaphorically) but allowing it to breathe and shine through extensive glazing. The replacement of the existing extension and the earthquake stretching offer longevity for future generations.

In Scheme Two, the main entry to the current Hammer Hardware store is designed to reflect the frontage of the Waipu Museum, thus creating a visual connection between the two buildings as well as an inviting, open entrance area.

In both schemes, having a strong street presence, a 'wow' factor and using the site to the maximum were important drivers. Glazing is used in the schemes. It would be specially treated glass to minimize UV and harmful light and blinds would be used as appropriate. It is also proposed to incorporate images from the collections and from the Waipu community in the glazing, which adds the connection to the heritage and people of the museum and Waipu.

Opinions aside, the aim of bringing both schemes to the same level of design to enable fair comparison (including costing) has been achieved.

The idea of a family history centre

Phase One highlighted that the museum is a unique resource and that the database is valued by a community of researchers. The research found that most people thought that the museum has greater potential in the domain of genealogy and family history than that which is currently being realized. Furthermore, this could be developed without undermining the integrity of the database or double migration story. The skills, commitment and services of current and past genealogists was acknowledged.

Dedicated space has been created in both schemes for genealogy research and the local family history group have been invited to use the education centre. Although there was support in Phase One for an engaging, accessible genealogy and family history centre, a champion for this has not yet emerged and so the opportunity remains to be exploited. A development into a wider family history field would be a means of reaching a wider audience. It requires a larger group of volunteers, partners and resources and a change in culture.

Financial

With regards to the **capital cost estimate** for the schemes, these have been completed by a quantity surveyor with considerable experience and expertise in the museum and gallery sector. The cost estimates (capital) are very similar for both schemes, in the region of \$5.9M - \$6.1M.

A few points to note:

- Scheme One includes earthquake strengthening to the existing building; Scheme Two does not include it.
- Scheme Two includes the purchase of the Hammer Hardware building.
- Building and cost risks with Scheme One are much higher, as there are uncertainties / unknowns on the building.
- It is noted that this is concept stage and that the design has to be developed further and costed again for the selected scheme.
- The allowances provide for high standard, quality building and fit-out. The rate for exhibition fit-out is set at \$4500/m² for renewal of approximately one third of the display space. This is a generous rate for a museum of this size. There are also other allowances for the temporary exhibition space.
- Allowances have been made for items that were previously omitted. This means that the cost estimates are now more robust and comprehensive.
- Whilst there was a preliminary cost estimate of \$2.8M included in the Strategic Priorities document, this was not the same scheme and had a number of gaps. Therefore, it is not comparable to the current costing.

The Museum Manager produced an audit of **funding sources** during this project, which has been shared separately with WCTB. Some funders will ask for a feasibility study. The work undertaken in Phase One and Phase Two should suffice as a feasibility study for most funders (with a cover summary note, which the WCTB or museum staff could write). Waipu as a community has a good track record in raising funding (as evidenced by the successful Celtic Barn project). With any development project, fundraising (regardless of source) is a significant activity requiring the skills and resources of Board members and staff.

As noted, an EOI to the Provincial Growth Fund has been submitted. The outcome of this will dictate the fundraising strategy for the project.

5. Public Consultation

This section presents the key findings of the consultation. It does not include details of the consultation approach. People were asked what they thought of the two schemes, if they had a preference and if so, why? They were also asked if there is anything that they would change about either scheme and if so, what and why? A form was provided for feedback; some people used the form and others opted for email comments instead. This results in two sets of data below.

Overview

The period that was initially allowed for consultation was extended by WCTB in response to requests for additional time. There are a number of comments expressing concerns and scepticism about the approach to public consultation. There is a strong interest in being kept informed and some people called for further consultation. A small number of people graciously acknowledged the opportunity to comment. Some people provided their contact details and the museum staff will ensure that they are on a communications list.

Following the consultation period, the CWTB received all the feedback in a collated and unedited format. A total of 103 feedback forms and 35 email comments were submitted. A total of 7 people submitted a form and an email comment. The totals have been adjusted to account for the duplication.

Figures 6 and 7 present the statistical analysis from the feedback forms and the emails respectively. In terms of the emails, as these were more qualitative, the only data that has been extracted is the scheme preference.

The overall view is that people predominantly support a museum development in some form. However, although smaller, the 'no change' vote is very significant, as is the absence of non-current visitors or some stakeholders' views. This is an unusual and tricky mix: support for change, and strong opposition, and silent voices.

Figure 6: Summary of feedback forms						
	Scheme One	Scheme Two	Either	Neither	No answer	Some overall statistics
Scheme preferences (number of people)	35	27	7	30	4	<ul style="list-style-type: none"> Those identifying as descendants (53% or 55 people), non-descendants (41%) and not stated (6%) Those identifying as resident in Waipu or the area (67%), non-resident (27%) and not stated (6%)
Descendant votes (number of people)	21	9	4	19	2	
Resident votes (number of people)	29	23	3	11	4	

Figure 7: Summary of email feedback							
	Scheme One	Scheme Two	Either	Neither	Rear only	Not stated	Comment
Scheme preferences (people)	4	3	1	21	2	4	<ul style="list-style-type: none"> Not analysed who is a descendant or resident as these were unstructured email responses not forms

Key insights

- The overall view is that those who responded to the consultation predominantly support change. When combined, the support for Scheme One, Scheme Two or Either through the feedback forms and the emails is 76 people. This is out of a total of 131 submissions².

² 103 feedback forms plus 35 emails minus 7 double submissions

- The number of people who selected 'neither' or no change or 'rear only' by feedback forms and emails was 47. This is significant. It is recommended that the WCTB engages with this group further and works with them to develop a way forward.
- In the feedback forms, people were given the opportunity to identify as descendant or not, and resident or not. This was partly to enable a connection to be made by the museum staff to the database. It also important to focus on residents as the museum is funded by WDC for the benefit of Waipu people.
- The feedback appears to almost exclusively come from people who are connected already in some way with the museum. There is an absence of voices from those who don't currently visit the museum. This is a concerning gap.
- For those who prefer Scheme One, some people (enough for it to be significant) have suggested design changes or further design development.
- There are constructive comments from people who support the museum development and see a need for the museum to adapt and grow.
- Some people would like a rear extension only. Several people have commented on the importance of the heritage precinct.
- There are comments on the need for café or not. There are those who do not think it is justified and are concerned about local competition. There are also questions about expanding the shop function. There are concerns about the financial viability of an expanded museum.
- Some have asked about volunteers and the staffing of a split site and expressed concerns about the operational arrangements and future sustainability of the museum. There is some concern about the closure of the building for Scheme One.
- There is good responses to the question about other places people visit, the resources they would like and the vision for the future. This will be valuable for the museum staff.
- There are a very small proportion of comments that advocate for a stronger relationship with and presence of Māori in the museum.

6. Wider considerations

Please see also Appendices 2 & 3 for further detail on some of these points.

The case for change

Whilst cherishing, honouring and preserving the existing building, the case for change is strong.

- The museum requires more space including for: archive and collection care; staff and volunteer facilities; improved visitor facilities; new exhibits to add to the migration story; new and temporary exhibits; increased genealogy resources and flexible space for education and to generate revenue.
- To add the 'first contact' story to the current exhibit, to develop new and broader stories of Waipu, including stories of Māori and relationships between them and settlers.
- To increase visitor numbers. As stated in the phase one report, the potential to attract more visitors is very significant; the current number of visitors (especially those paying to enter the museum) is low. Those who do visit clearly have a very high-quality visit and that is a strong basis on which to build.
- To remain relevant. This is true of all museums. As the communities of Waipu and Bream Bay change, the Museum must remain in step. Indeed, the Museum has an opportunity to play a community leadership role in that change.

Operating model

The WCTB has made a commitment to an operating model that is fit for purpose and financially sustainable. Partnership must underpin the operating model, as must an entrepreneurial and commercial approach.

One consideration is opening hours. The museum (with either scheme) could either remain open 7 days a week or could choose to close one day (usually a Monday) in favour of a later evening opening or indeed 6 day per week opening only. Although a tweak in opening hours does not typically save a significant amount of money, it does mean a different audience can be attracted and staff rotas can be easier to manage.

In terms of operating costs, these will be higher with both schemes. There is a need in both schemes for more staff and volunteers. In particular, a paid position will be required to lead the exhibitions, learning and events programme. They will also require an operating budget. On the plus side, this is an area where grants are readily available and, even more importantly, it is a prime area for partnership with Patuharakeke and other community groups. For volunteers, a team that supports the public programme would be valuable. This is also an opportunity for internships and work placements.

In the consultation, some people did comment specifically on volunteers and the difficulties of attracting and retaining people. The WCTB will have read these comments in the feedback and will take them into account. Involving the current volunteers going forwards will be important. A position that is responsible for retail and volunteers would need to be full-time and include day to day responsibility for café and commercial events. However, the manager should have overall responsibility for commercial and income generation, such is its importance. This applies to both schemes.

It is estimated the operating costs will be greater in Scheme Two. This includes higher expenditure on general operations (such as cleaning, maintenance, security, electricity, rates and insurances). This is balanced with the comments below on the potential to earn income.

Income generation

The potential to generate additional income from retail, café and public events is higher with Scheme Two although is unlikely to be sufficient to cover additional operating costs. Attracting more grant funding will be essential with both schemes. Ideally another income stream for the new building in Scheme Two would be identified, whether it is a contract to provide services or a new activity.

Recommendation: WCTB should establish a working group of Board members, staff and selected experts to create an income generation plan for Scheme Two (if selected).

Retail: The shop is valued by customers (locals and visitors to Waipu) and provides an important source of revenue for the museum. Both schemes ensure that the retail function is prioritised. A key objective is to create street front visibility for the retail, in order to increase customers and revenue.

Entry charge: With the major improvement in the visitor offer, an increase in entry charge is justified. With Scheme Two, the price of entry should cover both sites; keep it simple. The WCTB will wish to make careful consideration of this at the time. An audit of entry charges of museums in Northland has been undertaken for the WCTB and this will be shared separately.

Café: Both schemes include space for a café on the street front, although the idea is more strongly articulated in Scheme Two. Visitors to museums these days expect there to be a café; it is an important part of the experience. The Board assumes that this would be operated by a third party and not the museum (unlike the shop, which the museum would operate). A point of difference (as described in Appendix 3) is essential. It is assumed that the lease would be let at a market rate, which would be determined nearer the time (local conditions depending).

Concern has been expressed during the consultation about competition locally with another café operator. The Board has repeatedly stated that they would prefer an existing, local operator. Specifically, the idea of a café in Scheme One met with opposition. For this reason, it is assumed that Scheme One's food and beverage provision would be 'domestic' for visitor and volunteer comfort and would generate no income.

Collections management and care

Both schemes provide vastly improved spaces for collections care and management, with appropriate environmental controls and fires suppression systems. The Museum Manager undertook some work on large collection objects during the course of the project and concluded that the items should be assessed for significance. This may result in some disposal. The collection (which will not fit in the museum) should then be stored in a secure and watertight building. It was suggested to the Museum Manager that this matter be brought separately to the WCTB for consideration.

Closure during Scheme One

Scheme One requires a period of closure of the museum, potentially for 8 – 12 months. This has been allowed for in the cost estimate. However, it could be longer and more costly if building works transpire to be more complicated. A period of closure is not unusual with major projects such as this and is an opportunity to work on the collection, create a temporary museum in another community space or to prioritise other important work, such as a website. There is also work on new displays and exhibitions to be done during closure as well as preparation for reopening. All of this requires staff and volunteers. Effective communications is essential leading up to and throughout a period of closure.

Earthquake strengthening

Some people have questioned the need for earthquake strengthening of the existing museum building. The WCTB have sought expert advice on this matter. If Scheme Two is selected, there are no changes to the current museum and so earthquake strengthening is not required. However, earthquake strengthening of the House of Memories may ultimately be required and therefore this is a future liability and a risk to the building to be managed.

There has also been a question about flooding to the Hammer Hardware building. This is in fact 'ponding' from the park, which the Caledonian Society has plans to address. Therefore, this is not considered to be an issue assuming those works proceed.

Both schemes require resource consent. It is expected that the consenting process for Scheme One will be more complicated than for Scheme Two as it involves a change of designation to the rear of the building. The likely costs and time are not known but it is reasonable to assume (given the consultation feedback from some) that there may be opposition to the plans for Scheme One. There is a heritage tree and a memorial wall, both of which would require appropriate care and attention. Expert advice would be sought on consenting process at the appropriate time.

7. Leadership and management

Effective leadership and management is essential through a capital development and a period of change. In reference to the Hallmarks (page 3), the Board under the current Chair’s leadership, measures up well against ‘purpose’, ‘leadership and culture’, ‘governance’ and ‘innovation’. The Board must be united around the Chair moving forwards for change to occur and improvement to take place. It is recommended that the WCTB ensures that effective governance and management is in place, which in part means ensuring that each group (Board and management) have the right focus and capability. Managing risk will be a joint focus (Figure 8).

Assuming the WCTB decides to proceed with a museum expansion, it is recommended that they seek Board members or special advisors (who are co-opted on to the Board) with the skills and competence in the following areas:

- External communications; fundraising; construction and project management; HR; regional tourism.

As noted earlier in the report, the WCTB may also wish to consider inviting representatives of the descendant community and the non-museum visitor community to the table.

In terms of museum management, skills and competence in the following areas is vital:

- Partnership working with the Board to deliver a major project; commercial and income generation; regional tourism; stakeholder relationship management and in particular, ability to build the relationship with Patuharakeke; fundraising, particularly through grant applications.

Figure 8: Risks and mitigation	
Risk	Mitigation
Hammer Hardware building is not secured	Negotiation in progress
Opposition to any Board decision that represents change, including Scheme Two	Effective leadership, management and governance Efficient communication and stakeholder engagement plan
Not able to raise capital funds	Project wouldn’t proceed
Authentic bi-cultural approach with Māori dimension not developed	Give voice to Māori representation on the Board Dialogue with Patuharakeke about the museum project An inclusive approach that recognises local Iwi voice

8. Recommendations

The recommendations of this report fall into three areas:

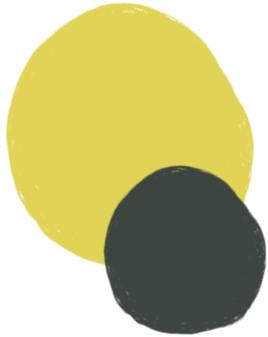
- **Choice of scheme**
 - Proceed with the option of Scheme Two, which means – **next steps** – provide all relevant feedback on the concept design to the architect and agree any changes; confer with any stakeholders as necessary on the concept design; and, when satisfied, sign off the concept design; proceed with the developed design stage; ask the architect to take the Board through the process with the input of the expert advisor on construction project management. The museum manager should be active in this process. Involving the museum staff is vital.
 - It is acknowledged that this is contingent on the Hammer Hardware acquisition.

- **Stakeholder engagement and external communications**
 - Communicate with stakeholders and involve them in the next steps.
 - Engage with the people who voted for ‘no change’ and work with them to develop a way forward.

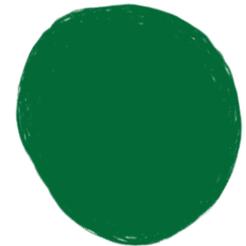
- **Leadership management and governance**
 - WCTB should ensure that effective governance and management is in place, which in part means ensuring that each group (Board and management) have the right focus and capability.
 - Establish a working group of Board members, staff and selected experts to create an income generation plan for Scheme Two (if selected).
 - The museum team should focus on reaching out to non-current visitors, through events and targeted conversations.
 - Consider inviting representatives of Waipu residents who are not currently museum visitors to join the WCTB, either as members or special advisors.

About the author

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Appendix 1: Assumptions from Phase One

Principles:

- The original House of Memories is the heart of the organisation, including as a memorial to the pioneers, and home to the migration collection and story, and the genealogy service.
- The Museum will operate as one organisation, regardless of number of buildings / locations or where the Museum is active.
- The Museum will provide one seamless visitor experience, regardless of number of buildings / locations or where the Museum is active.
- The Museum will seek to maximise income and constrain operating expenditure.
- Appropriate environmental conditions will be achieved in the required areas to meet standards for collections management.
- An appropriate level of flexibility and future capacity in the building design is required to ensure sustainability, especially in relation to changes in technology, visitor needs and ways of working. Planning will avoid being overly prescriptive on functions in spaces, allowing for future flexibility as the needs of the Museum and the community continue to change.

Goals:

- To be financially sustainable
- To preserve, exhibit and promote artefacts, culture and stories relating to the history of the Scottish settlement of Waipu, including the original House of Memories stone building.
- To preserve and expand the genealogical records of the settlers and engage and communicate with successive generations of descendants of the Nova Scotian migrants.
- To expand and enrich the Museum's exhibitions and activities, reflecting the stories of tangata whenua and other peoples and cultures in the community.
- To ensure the Museum's relevance to new generations in a changing community.

Planning and operating assumptions:

- The rear of the Museum needs improving, the buildings are in very poor condition and the land could be used more effectively.
- The staff accommodation is unsuitable, including the lean-to office, and the house and container is unsightly.
- The old gaol is due to be relocated alongside the other heritage building.
- The case for adding to the front (whilst protecting the building) and opening up the street presence of the building is strong.
- The opportunity presented by the Hammer Hardware building option is quite different to the option of extending the existing building. It is an opportunity to be bolder and more innovative, if that aligns with the Board's aspirations.
- A Museum operating out of two buildings is not unusual but does require a different management and operational approach.

Appendix 2: Evaluation of Scheme One

NOTES: Phase One comments (as per Phase One report) greyed out. The evaluation at this stage is in the second column.

Evaluation of Scheme One			
Long term objectives	Alignment	Comment, Phase One	Comments, Phase Two
Financially sustainable	Phase One: High Phase Two: Moderate	Improves retail visibility and therefore optimises income.	<ul style="list-style-type: none"> • Retail visibility is improved and therefore it is assumed that income will increase. • It is assumed that the only food and beverage provision is small scale for visitor and volunteer comfort and generates no income. • Events can take place in the education space and there may generate a small amount of income. • There isn't the opportunity for more innovative income generation idea. • The increase in operating expenditure will be constrained somewhat. It is lower risk. • Assessment has been adjusted to moderate; this scheme mainly optimises retail and the increase in operating costs is likely to be less than Scheme One.
Scottish Settlement	Phase One: High Phase Two: High	Addition to front will significantly awareness and access which is positive. 'Preserves, promotes and exhibits' are strong.	Remains High.
Genealogical records	Phase One: High Phase Two: Moderate	New facilities proposed. If the shop could be relocated within an extended area, a larger space for the family research could be created. This could be positioned as a discovery centre, with a range of 'zones' to accommodate the range of enquiry from specialist, contemplative research to introductory events.	A good space has been created for a genealogical office, research library and enhanced displays. This improves on current provision. To achieve 'high' a commitment to reaching a wider audience for genealogical and family history research is needed. Reassessed as moderate.

Exhibitions and activities	Phase One: High Phase Two: Very high	New space created for entry and improved visitor experience on arrival. Good space provided for exhibitions and events.	Yes, very good new spaces are created and the arrangement is an improvement on the previous designs. There is the opportunity to access the exhibition and events space out of hours; the sense of arrival is improved. Both schemes create more space for display and exhibition. The existing display on the double migration story is preserved and enhanced. There is space in both schemes for changing exhibitions. There is also space for new displays on early and contemporary Waipu (to work in partnership with Patuharakeke and researchers to incorporate local Iwi stories of Māori and the relationship between settlers and mana whenua and stories of more recent Waipu). The space created for an expanded education and events programme is significant.
Museum relevance	Phase One: High Phase Two: High	Strong on opportunity to be innovative, reach new audiences or to develop new practice because of the spaces provided.	There is an opportunity with the spaces that are created. Taking the opportunity depends on the approach of management and the Board.
Benefits and outcomes	Phase One: High Phase Two: High	Cultural responsibility – many opportunities to address this; drive innovation – good opportunity; audience focus – as well as focus on growing current audience, increased visibility at front and new internal spaces provide opportunities to reach new audiences; community engagement –space provided, depends on programmes provided; digital development – difficult to assess in all cases but Museum has made a commitment to this; further the Museum’s practice of being accessible – good, depends to an extent on the programmes provided.	The aim in both schemes is to improve on the current Information Centre space. A redesigned information service will entice people into the building. Written material will be available and augmented by an interactive digital approach e.g. tourist kiosks. Free Wi-Fi is important in both schemes. Digital development is difficult to assess for both projects as this is not part of the capital scheme. This remain high but depends on the approach of management and the Board.
Scheme One, Other considerations			
Costs	Preliminary estimate for the extension of \$2,440,290 (excluding GST). An allowance for digital and technology may be required, and exhibition design (unless in house) and equipment and interior design for visitor information space and family research centre.		The scheme has been redesigned and improved from the Phase One design. The preliminary cost estimate in Phase One had a number of gaps also. Capital cost is comparable to Scheme Two (see below). Slightly higher operating expenditure is estimated on general operations (such as cleaning, maintenance, security,

		electricity, rates and insurances). Building and cost risks with Scheme One are much higher, as there are uncertainties / unknowns on the building, which could result in more building work and higher costs.
People	Some increase in staff and volunteers likely to be needed to service expanded Museum activity. Requires more detailed assessment.	Confirmed that an increase in staff and volunteers is required, although not at the same level as Scheme Two. A position for public programmes (full-time) is recommended, along with a full-time position on retail and volunteers and day to day responsibility for café and commercial events. The manager should have overall responsibility for commercial and income generation, such is its importance. This applies to both schemes.
Operational practicalities	Remains within one building.	Confirmed as being more straightforward than Scheme Two.
Risk and mitigation	Addition to the front of the building may not be desirable to some stakeholders. The benefits of the front addition can be compellingly described and a sympathetic design achieved.	The addition to the building is not supported by all. This remains an area of risk.

Appendix 3: Evaluation of Scheme Two

NOTES: Phase One comments (as per Phase One report) greyed out. The evaluation at this stage is in the second column.

Evaluation of Scheme Two			
Long term objectives	Alignment	Comment, Phase One	Comments, Phase Two
Financially sustainable	Phase One: High Phase Two: Moderate to High	Assumed that retail is moved to HH building, thus improving retail visibility and therefore optimising income if cost of goods sold is constrained. Opportunities for new income generation in new spaces, although ideas need development. Although related costs may be higher, the income generation opportunity is a distinguishing feature of this proposal.	<ul style="list-style-type: none"> Retail: major improvement in street front visibility; advice has been that improvements in income can come through the selection of stock as much a greater space but unquestionably that the street frontage is the single most effective improvement that can be made. Take further advice on the stock range and assumed that the museum will continue to use volunteers. Café: would be leased out; could be an existing operator; essential for visitor experience; establish a point of difference

			<p>(either the food offered – like a Gaelic / Māori inspired menu); tourists; family market or with adjacency to park, focus on ice-creams etc’ part of ‘welcome to the north, so ‘the best of north New Zealand hospitality; really could be an excellent opportunity including for an existing business.</p> <ul style="list-style-type: none"> • This could be paired with an initiative such as sub-leasing some office space or creating Waipu’s first co-working space, with a focus on young people. • Events: there will be the space; not a huge earner but part of the mix. • It is assumed that an increased operating grant from WDC is not an option but that other operating funding for special projects (especially in the education space) can definitely be achieved. • There is a risk. Requires entrepreneurial mindset and positioning as “Gateway to North”. Therefore assessed as “moderate to high” Board should establish a working group of Board members, staff and selected experts to create a financial plan.
Scottish Settlement	<p>Phase One: High</p> <p>Phase Two: Remains High</p>	<p>Option of consolidating the Museum building as a centre of excellence for Scottish settlement of Waipu and genealogy and positioning the new building as a gateway to the original museum. Shop could be relocated to the new building, creating the space for the learning and research (Discovery) centre. Must be dynamic as well as offering the space for more specialist, contemplative research.</p>	Confirmed
Genealogical records	<p>Phase One: Yes</p> <p>Phase Two: Moderate</p>	<p>Option to consolidate genealogy in Museum building. If the shop could be relocated to the new building, a larger space for family research could be created.</p>	<p>A good space has been created for a genealogical office, research library and enhanced displays in the existing building, which improves on current provision. To achieve ‘high’ a commitment to reaching a wider audience for genealogical and family history research is needed. This could be enhanced in Scheme Two by a ‘entry level experience of family history research in the new building, as a stepping stone to a deeper understanding the Novia Scotian story. As</p>

			Scheme One, assessed as moderate as it depends on the approach adopted by management and Board.
Exhibitions and activities	Phase One: Very high Phase Two: Remains Very High	New and purpose-built facilities provided in the new building. The location is a great position in relation to the Caledonian Park and opens up possibilities for public events. Creates the possibility of some improvements to the existing building to improve the layout including removing the current staff facilities thus improving the rear of the building and internal walls removed to open up the end of the visitor experience more fully.	Confirmed. Both schemes create more space for display and exhibition. The existing display on the double migration story is preserved and enhanced. There is space in both schemes for changing exhibitions. There is also space for new displays on early and contemporary Waipu (to work in partnership with Patuharakeke and researchers to incorporate local Iwi stories of Māori and the relationship between settlers and mana whenua and stories of more recent Waipu). The space created for an expanded education and events programme is significant.
Museum relevance	Phase One: Very high Phase Two: Remains Very high	Opportunity to position the new building as a gateway to the original museum and offer programmes and events that reach new audiences. Treating the new building as a gateway to the current Museum building should generate new interest.	Confirmed. Offers wider community benefits in this regard.
Benefits and outcomes	Phase One: High Phase Two: Reassessed as Very High	Cultural responsibility – opportunities to address this in fresh space, which changes the dynamic for Iwi engagement; drive innovation – good opportunity in a new space; audience focus – current audience likely to be pleased that Museum is less developed and opportunities to reach new audiences are significant; community engagement – the space is new space, which the community can have a hand in shaping, but also depends on programmes; digital development – difficult to assess in all cases but Museum has made a commitment to this; further the Museum’s practice of being accessible – good, depends on the programmes provided; a significant step for furthering the Museum’s practice beyond the walls and depends to an extent on the programmes.	Even stronger. The following is confirmed: <ul style="list-style-type: none"> • The opportunity for the Museum is do something quite different in this building compared to the existing one. • The two buildings can be related and connected physically and conceptually. • Because it is new building that is not ‘owned’ by any one group, it creates the space to break new ground on cultural responsibility, innovation, community engagement and access. • The architect’s initial (concept) response (as per the brief) has endeavoured to be sympathetic to the environment, including a design connection to the heritage of the original building. A strong connection to the park has been created and to the Celtic Barn with the window at the rear. • Very strong partnership opportunities. A discussion with WDC as to how Scheme Two might work for them would be advantageous.

			The aim in both schemes is to improve on the current Information Centre space. A redesigned information service will entice people into the building. Written material will be available and augmented by an interactive digital approach. Free Wi-Fi is important.
Scheme Two, Other considerations			
	Phase One		Phase Two
Costs	Assumed at this stage that it is likely to be a lower capital cost to convert the HH building than the other options. It is advised to include a solution to link the two buildings in the project costing. The existing building could need earthquake strengthening regardless of acquiring a second site. This should either be ruled out as not being required or be included in the costings as a precaution. Operational costs will be higher with two buildings, including staffing, maintenance, energy and cleaning. This may be offset by an increased in funding support, which has not been explored as yet. A new building would really need to offer the benefit of new income streams for it to be justified. Providing space in a new building for new income generating activities is feasible. These may also come with increased operating costs however, such as more staffing. This is to be evaluated.		Capital cost including the acquisition of the Hammer Hardware building is comparable to Scheme One. Higher operating expenditure estimated on general operations (such as cleaning, maintenance, security, electricity, rates and insurances). At this stage, although income generation is more likely in scheme two, additional grant income would be required.
People	Staff could be accommodated in the new building with improved facilities (assume to the same standard as current scheme). Volunteers and staff would work across both sites, which is a different proposition. More staff and volunteers required.		Organisational change is significant. In terms of staffing, a position for public programmes (full-time) is recommended. Also, a full-time position that is responsible for retail and volunteers would be needed and include day to day responsibility for café and commercial events. The manager should have overall responsibility for commercial and income generation. This applies to both schemes.
Operational practicalities	Operations across two buildings. Requires strong management, procedure, leadership and a unified culture to achieve a sense of one organisation across two buildings.		Confirmed that it will require strong leadership and management.
Risk and mitigation	Increased costs for staff and operations. People may not visit both buildings. This could reduce access to / take up of anything located in the other building.		Addressed in this report. A strong connection between the two buildings is essential.