



Strategic Plan for the Estuary Arts Centre
for the 3 years
2018-2020

Preamble

The Intention is for the Vision / Mission to remain current for a three year period after which time a new Strategic Plan will be created. Annual reviews of the various objectives and action plans will occur and this plan will be updated accordingly at those times. It is intended that EAC will consult with various members and external parties, as appropriate, before any reviews occur. This will ensure that we are planning for the wider group of EAC stakeholders' requirements.

Following the 2018 AGM the EAC Trust Board will be establishing various working groups and sub-committees to set specific tasks e.g. Action Plans and / or Projects to progress the Objectives towards achieving the Success related goals, as documented in this plan.

Additionally, the Board intends to further develop the current management reporting system to ensure that it is more strongly aligned with the objectives that are promoted within this plan. This 'scorecard' will include key operational performance measures that are currently monitored.

The Board expects that by implementing this Strategic Plan and the associated action plans and projects that we will continue to guide the EAC in a positive and secure direction for the benefit of all students, tutors, customers and the wider community within which we operate.

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Vision Statement

The Vision of the Estuary Arts Centre is to be an engaged, sustainable, progressive, World-Class, accessible to all, Arts organisation

Mission Statement

- Provide and Maintain appropriate resources to achieve our goals and our Vision
- Provide Educational opportunities at all levels
- Deliver Exhibitions that challenge, inspire and stimulate thought and dialogue
- Ensure Leadership that connects well with Stakeholders and Community, maintaining good process, policy and people practices

OBJECTIVE ONE:

Document physical space resources, maintenance needs and capital expenditure desires (quarterly and annually).

Intention is to complete this objective within 3 months and then roll over on a monthly basis.

Action Plans
Web site requirements to be scoped
Meet with Tutors to determine their wish list
Design and implement a Budget Review and Approval process to support this objective
Fixed Asset Register reviewed
How will we know that we have been successful for this objective?
<ul style="list-style-type: none"> • Facility Plan completed • Maintenance Plan completed • Monthly Reports are produced on time • Capex Plan is completed

OBJECTIVE TWO:

Establish a Liaison role, with a view to ensuring effective two-way dialogue with the Café entity / operators.

Action Plans

Create associated policies to support this objective

Read and digest council lease terms

Create a checklist and calendar

Ensure monthly meetings occur with two-way information sharing

How will we know that we have been successful for this objective?

There will be a reducing trend in negative feedback about the Café in future surveys.

OBJECTIVE THREE:

*Establish a Balanced Scorecard and set up regular reporting
(focus is on year end goals and reporting as at June each year)*

Action Plans
Set up a Board Committee to take responsibility for this objective
Research to find out if any other Arts Centre in Auckland have a similar Balanced Scorecard approach to measuring performance
How will we know that we have been successful for this objective?
The Board will receive prior to each Board Meeting a fully populated Scorecard with accurate data and trends, to assist in reviews and decision making in support of the Centre's Management.

OBJECTIVE FOUR:

Identify a suitable qualified and experienced person to investigate and write a Business Case for the establishment of a Retail Outlet (to include methods for successful events funding exercises)

Action Plans

Identify best practice retail outlets e.g. Auckland Museum

Offer the project to the University Marketing Schools

Look for a successful retired local retailer

Investigate successful online shopping platforms e.g. Shopify

Locate / engage a person to run online sales of artists' works

Ensure that seasonal trends / successful artists who sell well are assessed

How will we know that we have been successful for this objective?

The Board has received a completed Business Case for consideration (and implementation).

OBJECTIVE FIVE:

Review the current resourcing and develop a Human Resources plan to provide for future professional World Class organisation. The scope of this annual plan shall include Employees, Board, Volunteers and Tutors.

Action Plans
Review the organisation's structure (organisation chart)
Create current status and future status version of the organisation chart ('dream chart')
Complete annual staff performance reviews
Review all Job Descriptions for 'suitable for purpose'
Consider employing a short-term assistant manager / PA to provide short-term respite to allow existing staff to work on implementing this Strategic Plan and associated Action Plans.
How will we know that we have been successful for this objective?
The HR working group will present the HR Resourcing Plan to the Board for Approval.

OBJECTIVE SIX:

*Establish an annual volunteer and tutor training and development plan
(two year plan, 12 month review)*

Action Plans

What?

Create a Human Resources Policy Manual for Volunteers and Employees

Audit and record current skillsets

Set a budget relating to the plan

Consider youth recruitment and internship programmes

Ensure we gather data associated with the success factor noted below

Barrier: willingness / resistance

Solution: run a survey for training needs

How will we know that we have been successful for this objective?

There will be improving satisfaction trends from students, artists and retail customers (sales) and visitors

OBJECTIVE SEVEN:

Allocate resources to research and segment our market into key stakeholder groups to more clearly define our market segmentation – this will enable us to provide more effective and innovative programming.

Develop and publish a Marketing Plan (ensure that this addresses: Product delivery / price / people and place).

Action Plans

Barrier: lack of expertise

Solution: Board Sub-Committee and Manager

Review current Marketing Plan & reach

Identify and engage a suitable supplier (consider University Marketing Schools)

Set a budget for this objective

Seek funding to engage experts

Identify under-catered-for segments

Set goals for:

Gallery Visitors increase ?% each year

The 'school' increase in ?% students each year

Revenues increase by ?%

How will we know that we have been successful for this objective?

A documented Marketing Plan is accepted by the Board. The plan includes detailed market segmentation.

OBJECTIVE EIGHT:

We will begin to improve our long-term funding reserves. We will employ the services of a fund raiser with arts experience to develop a plan that the Trust can use to create a long-term substantial benevolent fund. (This plan will be completed in the 2018/19 financial year)

Action Plans

Seek funding to engage an expert in this field

Recruit and engage a fund raising expert

Consider bequests, corporate sponsors

Explore opportunities with funding in partnership with local Iwi

Barriers: lack of expertise

Solutions: tender via GETS via Council?

<https://www.gets.govt.nz/>

John to research Fundraising Association

How will we know that we have been successful for this objective?

Completion of a Funding Plan and commitment by the Board (sub-committee) to deploy this Plan.

OBJECTIVE NINE:

Establish a Communications Plan to inform key Stakeholder Groups of the Strategic direction, how we are achieving progress towards our Vision (by end of 2018)

Action Plans
Appoint an individual to action
Develop a web page 'about us'
Presentation at the AGM
Viewable on web site
Announcements in Newsletters
How will we know that we have been successful for this objective?
Communications Plan is accepted by the Board

OBJECTIVE TEN:

We will improve by 50% the gap between the 2018 Performance Survey and a 2019 follow up in relation to the 'artist networking question' result. We will do this by agreeing on a plan of activities with management for delivering that result.

Action Plans

Appoint a person to action and liaise with management

Run a focus group to help determine the 'what, who, how'

Ask artists what networking they want

Barrier: Lack of consistent surveying methods and focus groups

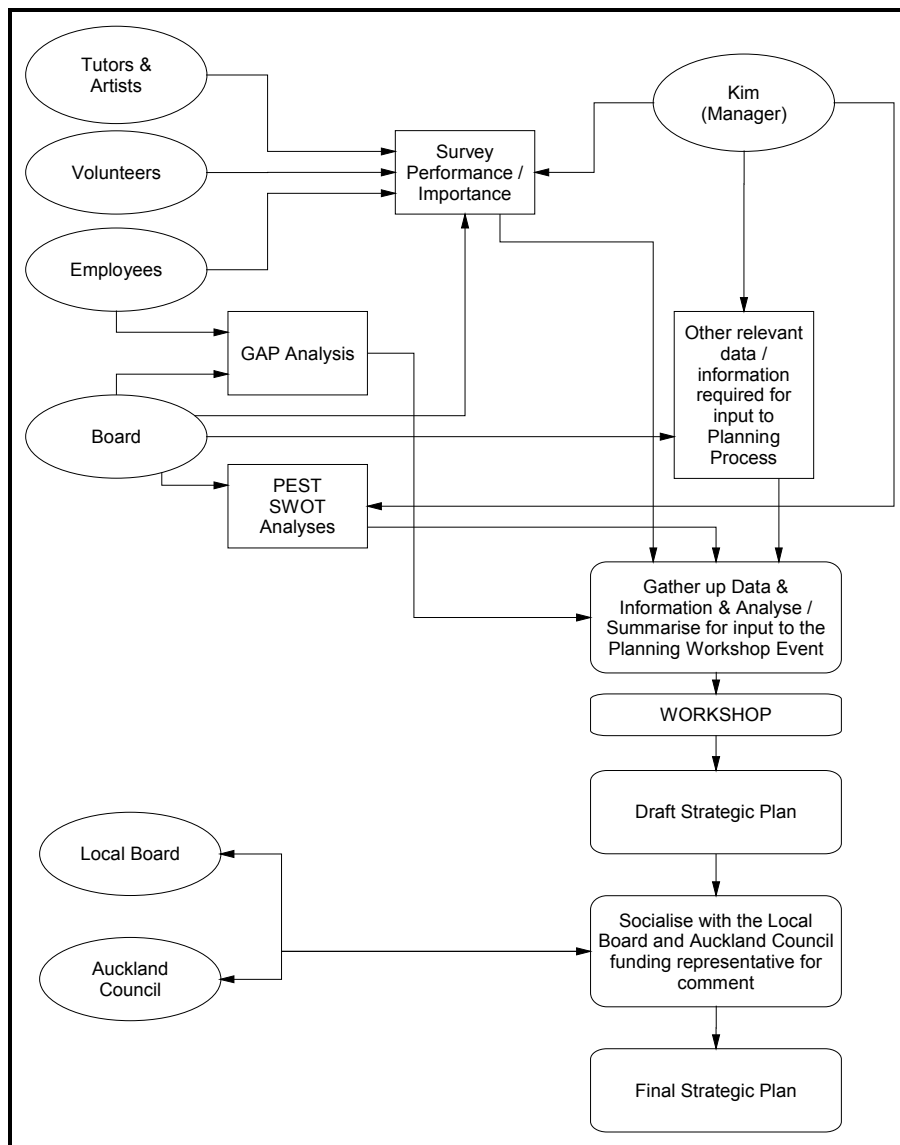
Solution: Board sub-committee to plan regular surveys.

How will we know that we have been successful for this objective?

Improving trend in the artist feedback relating to 'networking' and 'personal growth' Performance Gap Survey questions.

Appendix 1	Process Applied - Information Gathered from Key Stakeholders, Workshop and Validation with Key Stakeholders
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The following tasks were completed as part of the Board and Management Strategic Planning Workshop. This was to ensure we have a wide range of information to input to the plan, representing as many Stakeholders as practicable.



Appendix 2	Stakeholders Identified
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A process was rolled out in late 2017 whereby the Board and Management considered a wide range of possible 'Key Stakeholders'. The list below was agreed to be the groups that the Strategic Plan needed to be cognisant of as the plan was created.

Key Stakeholders for EACT (in no particular order of priority)
Members
Volunteers
AK Council / Local Board
Funders
Art Centres
Destination Orewa
Visitors
Customers
EACT Board
Employees
Tutors
Local community
IWI
Students
Artists