



**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.

## **Vision Statement**

The Vision of the Estuary Arts Centre is to be an engaged, sustainable, progressive, World-Class, and 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.*

**OBJECTIVE TWO:**

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

**OBJECTIVE THREE:**

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

**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)*

**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.*

**OBJECTIVE SIX:**

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

**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).*

**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)*

**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)*

**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.*

## EXAMPLE OF ACTION PLANS AND SUCCESSFUL OUTCOME GOAL, FOR ONE OBJECTIVE

*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

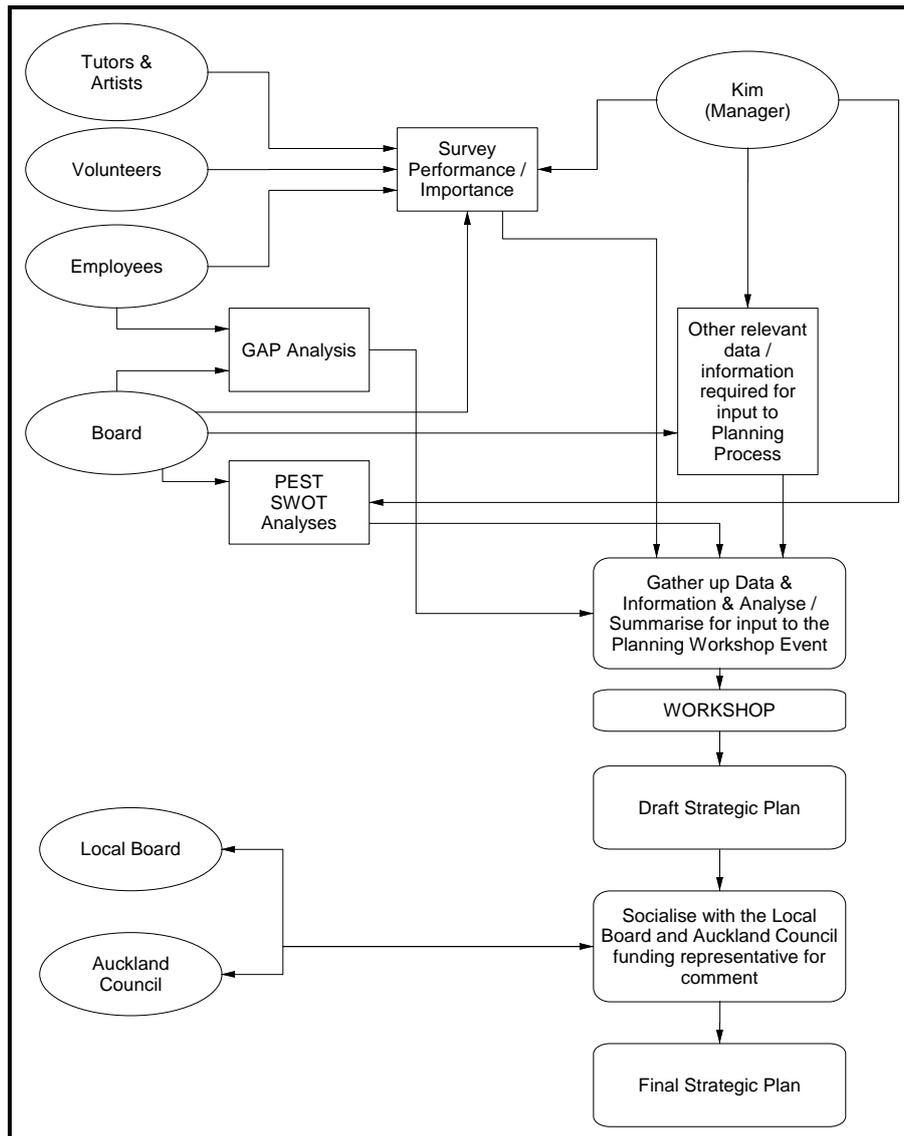
Announcements in Newsletters

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

Communications Plan is accepted by the Board

Appendix 1	Process Applied - Information Gathered from Key Stakeholders, Workshop and Validation with Key Stakeholders
------------	---

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
------------	-------------------------

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