

Renwick Community Hub

Strategic Plan 2022 – 2025



RENWICK SMART & CONNECTED

Renwick Museum
The Story of Renwicktown

Contents

1. Introduction	3
2. Vision	5
3. Mission	5
4. Renwick	6
5. Strategic Goals	
5.1 Strategic Goal 1: Governance & and Leadership	7
5.2 Strategic Goal 2: Program Delivery and Impact	7
5.3 Strategic Goal 3: Strategic Relationships	8
5.4 Strategic Goal 4: Fiscal Sustainability	9
5.5 Strategic Goal 5: Supporting People	9
5.6 Strategic Goal 6: Tourism Information	10
5.7 Strategic Goal 7: Marketing	10
6. The Hub	
6.1 Location	11
6.2 Hours	11
6.3 Governance	11
6.4 Coordinator	12
7. Implementation	13
8. SWOT Analysis	14
9. Financial	15
10. Case Studies	
10.1 Picton Resource Centre	16
10.2 Awatere Information Centre	17
11. Summary	18

Appendices

Committee competencies
Coordinator job description
Budget

1. Introduction

Renwick Smart + Connected and the Renwick Museum have identified the need for a Community Hub for Renwick residents and visitors.

The Hub will provide for the community in a readymade space at Renwick Museum which is in the heart of the village. This facility offers an appropriate space that would suit a range of community needs, e.g., an office space, a fully equipped kitchen, Wi-Fi, and a central and highly visible building.

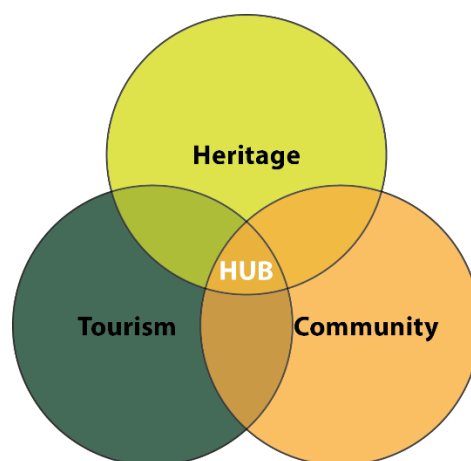
The Renwick Community Hub will provide support and contribute to the wellbeing of the people of Renwick. The Centre will be owned by the community of Renwick as a whole and governed by the Renwick Museum in partnership with Renwick Smart + Connected.

Knowing what makes Renwick tick is essential to understanding how to best run the Hub. Deeply embedded in the area, the Committee members know the key networks, strategies and practices that can support and develop physical, emotional, financial, and recreational wellbeing in the community. The Committee will strive to encourage the community to come forward with ideas and make them a reality at the Hub.

Renwick Smart + Connected and the Renwick Museum has engaged stakeholders in a participatory planning process to identify the need and format for a community hub.

The community of Renwick will see increased visitor numbers as the international borders reopen and improved access to local information will benefit those visitors at the same time as providing for the community.

Three streams of actions and outcomes have been identified for the Renwick Community Hub:



HERITAGE: The Hub is committed to supporting the Museum in telling the story of Renwick. The museum displays aim to reveal the story of Renwicktown from the pioneering days of the 1850's to the establishment of Renwick as the centre of an internationally renowned wine region. The Community Coordinator will support the museum volunteers in amplifying the Renwick (and wine region) story to locals and visitors alike.

There is outdoor space at the back of the museum building which allows for the development of craft days, gardening groups, school visits and other workshops which celebrate and teach traditional crafts.

COMMUNITY: Renwick Community Hub will provide a holistic, whole-of-community approach to community empowerment and development and is a one-point access to an extensive range of individual, family and community supports, services and information. We understand that the strengths and stresses of our community and will respond by providing a wrap-around service that is bespoke and tailored to the identified need and aspirations of Renwick.

TOURISM: With the support of Destination Marlborough, the Hub will ensure visitors have the best experience in Renwick by providing information, advice, and a friendly local service.

The development of these three areas will be achieved by:

- Holding regular meetings for all service providers and Hub users to actively seek feedback and exchange ideas
- Carrying out a survey of the wider community to identify gaps in social, educational, and recreational services that the Hub can pursue
- Strengthening alliances with other providers, local government, and community groups to make efficiencies across the Renwick community
- Development and implementation of an Action Plan to increase the Centre's partnership and support of desired services.

This document is a living document and will serve as a planning tool for decision-making and resource allocation.

2. Vision

All residents living in the Renwick area are part of a strong, prosperous, and caring community. The Renwick Community Hub is the heart of Renwick's economic, social, recreational, heritage, and tourism services – used, valued, and supported by the entire community.

3. Mission

To build an inclusive, connected, and informed community, that accommodates the visitor population, through a welcoming community hub. The Hub will provide opportunities for a diverse and resilient community where everyone is valued and feels they belong.



4. Renwick

Renwick is a small town in Marlborough, close to the south bank of the Wairau River. It is located on State Highway 6, 12 kilometres west of Blenheim.

The town was initially known as "Upper Wairau", and then as "Renwicktown" after an early landowner, Dr. Thomas Renwick.

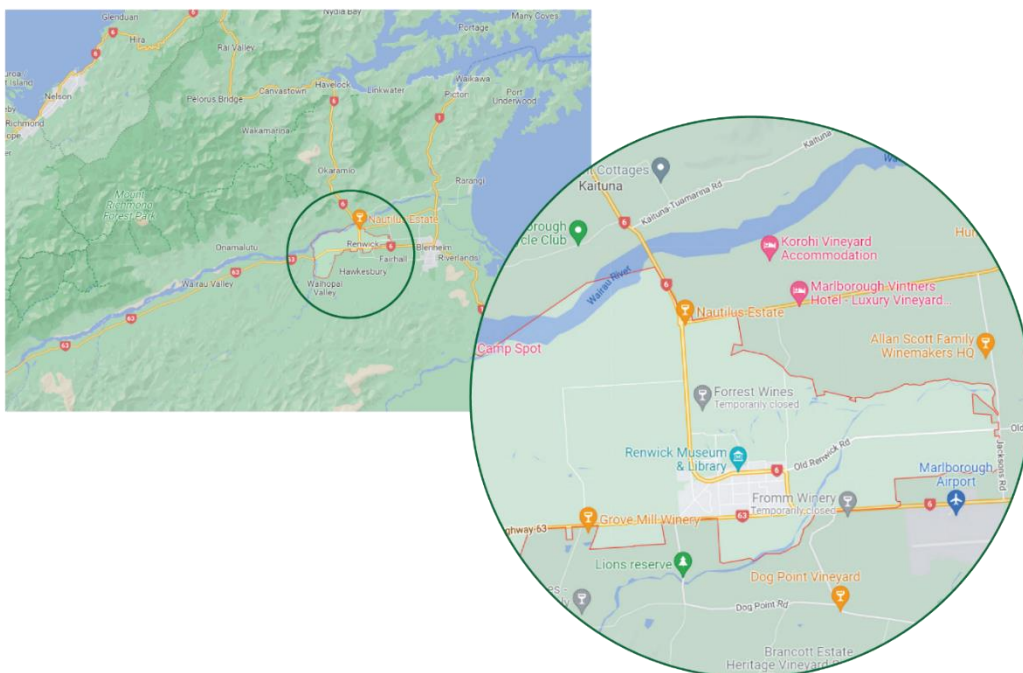
Renwick is in the centre of Marlborough's grape growing region. Sauvignon blanc is the variety usually associated with the area, and famous wineries. Visitors to Renwick have one thing on their mind - wine. With over 30 cellar doors to choose from and many in proximity, visitors can hire a bike or take a tour.

The town is small, but there is a population of approximately 1900, basic shops and services, with Marlborough Airport and Woodbourne Airbase close by.

Renwick School is a coeducational full primary school (years 1–8), with a role of 536 students (as of November 2021).

Renwick Sports & Events Centre is a multi-functional building and the perfect venue for weddings, fundraising events, anniversaries, and corporate dinners. It offers top conference facilities with audio-visual equipment for hire. Renwick Sports & Events Centre caters for small club meetings as easily as for large gatherings of up to 150 people. The Centre is home to the Renwick Rugby Football Club, Renwick Marching Club, Renwick Soccer Club, Renwick Cricket Club, and REAP Outpost.

The Renwick Domain Carpark acts as a responsible camping area for self-contained vehicles attracting overnight visitors.



5. Strategic Goals

The following Strategic Goals will be pursued by Renwick Community Hub from 2022 to 2025.

5.1 Strategic Goal 1: Governance and Leadership

The Renwick Museum committee will effectively oversee the policies, programs, and organisational operations including a review of achievement of strategic goals, financial status, and Community Coordinator performance. The organisations members are accomplished at recruiting, developing, and retaining capable staff/volunteers and technical resources, and the leadership is alert to changing community needs and realities. *(See appendices for governance capabilities)*

Objectives

To meet our goal, we will:

- Ensure that the Committee is diverse, representative of the community and possesses appropriate skills and experience
- Develop Committee roles that support the strategic plan (e.g. Fundraising, Governance, etc.) and include more community members and identified groups when appropriate

Strategies

We will achieve our objectives by:

- Producing a constitution that ensures there are no barriers to participation for community members and identified groups
- Performing regular strategic plan reviews and make recommendations to enhance the quality and future viability of the board
- Structuring the Committee meeting agenda and timetable to facilitate the new hub
- Creating opportunities for community members and identified groups to participate in governance activities

Strategic Goal 2: Program Delivery and Impact

Renwick Community Hub will operate programs that deliver information outcomes commensurate with the resources invested. Delivery of information is high quality and well regarded. The organisation will produce formal mechanisms for assessing internal and external factors that affect achievement of its goals.

Objectives

To meet our goal, we will:

- Create information flows that reflect the needs of the changing demographics of the neighbourhood
- Ensure that Hub participants and volunteers are actively involved in program planning and evaluation
- Demonstrate and report our social impact

Strategies

We will achieve our objectives by:

- Producing and reviewing the Terms of Reference of the Hub Committee to ensure that it includes an evaluation component
- Reviewing our information programs and creating an evaluation process to measure their impact
- Providing a service that allows us to better respond effectively, efficiently and sustainably to the needs of our community and visitors
- Ensuring the Hub has sufficient staff and volunteers to ensure effective and efficient administrative and operational programme delivery
- The Hub has embraced ICT advancements and is utilising technology and social media to improve programming and better support the community

Strategic Goal 3: Strategic Relationships

Renwick Community Hub is a respected and active participant and leader in the Renwick community and maintains strong connections with its residents. It participates in strategic alliances and partnerships that significantly advances mutual goals and expands the organisation's capacity and influence.

Objectives

To meet our goal, we will:

- Develop new, and manage existing strategic partnerships
- Develop key messages that are clear, compelling and concise on issues that are important to our community
- Ensure that the Hub optimises its assets and resources in response to identified needs

Strategies

We will achieve our objectives by:

- Setting priorities for programs and space use based on the dynamic demographics of the neighbourhood
- Ensuring the Hub has strong collaborations and partnerships with relevant stakeholders that affect positive social change with our community
- Partnering with local businesses and other entities to develop and deliver innovative “best practice” programs (e.g. social enterprise)
- Collaborating with Destination Marlborough and other partners to develop and deliver visitor information through focused communication tools
- The Hub is an active participant in all relevant regional and national representative bodies.

Strategic Goal 4: Fiscal Sustainability

Renwick Community Hub successfully secures support from a variety of sources to ensure that the organisation’s revenues are diversified, stable, and sufficient for the vision and goals. The organisation has high visibility with key stakeholders, and links clear, strategic messages to its resource development efforts.

Objectives

To meet our goal, we will:

- Raise the Public Profile of the Hub and increase awareness of its resources, services, and impact
- Creating a 3-year Fundraising Plan
- Creating a committee lead position (Fundraiser) who plans, coordinates and provides follow-up and evaluation for the entire fundraising program
- The Hub has sufficient staff/volunteers to ensure effective and efficient administrative and operational programme delivery
- Where possible, funding from all major funders is supported through multiannual service level agreements.
- The Hub is financially sustainable and secure
- Submit stand-out, high quality applications and follow up with timely and accurate accountability reports to funders.
- Seek funding efficiently by using our Strategic Plan to help guide and prioritise our efforts

Strategic Goal 5: Supporting People

Renwick Community Hub successfully supports the community in building a strong, prosperous, and caring community. Renwick will be an inclusive, connected, and informed community where everyone is valued and feels they belong.

Objectives & Outcomes

- Individuals have the relevant information to access services and are supported to address their needs
- Individuals have received targeted advocacy supports and referrals to relevant agencies
- A communication strategy is enacted utilizing a variety of media platforms
- Residents gain the confidence and opportunity to engage in their community and be active citizens
- Through active engagement with Renwick Community Hub, residents have a greater awareness of and participation in their community's interest

Strategic Goal 6: Tourism information

Renwick is recognised as a place that provides a high-quality visitor experience that represents its status as the Heart of Wine Country. Destination Marlborough views the facility as an important partner in supporting the Marlborough wine region.

Objectives & Outcomes

- Support local suppliers to provide an outstanding visitor experience
- Improve staff/volunteer knowledge of local tourism experiences
- Provide visitors with accurate and up to date information
- Build strong partnership with Destination Marlborough to ensure identical messaging delivered
- Support local suppliers with high quality destination management

Strategic Goal 7: Marketing

Renwick Community Hub is well known, valued and used by many people in the community.

Objectives & Outcomes

- Improvement of street signage and the provision of a notice board at the entrance
- Launching the new website, including preparing a brochure to promote the Hub's services/activities for distribution in Renwick
- Broadening the use of notices, timetables, and advertising throughout Renwick
- Increase the visibility of social media, such as Facebook
- Produce Renwick Community Hub branding/logo
- Seek partnerships with Renwick School and other organisations to promote the Hub

6. The Hub

6.1 Location

Renwick Community Hub will be located at the Renwick Museum, 58 High Street, Renwick.



6.2 Hours

Renwick Museum's opening hours are:
Monday 10am – 3.00pm (volunteers on hand)
Tuesday to Sunday 9.00am – 5.00pm (unattended)

The Community Hub (and Coordinator) will be open fifteen hours per week during the summer with reduced hours during winter.

6.3 Governance

A partnership has been formed between Renwick Smart + Connected and Renwick Museum to develop the vision for a Renwick Community Hub and Coordinator. The two

entities have identified compatible goals and formed an agreement to share the work, share the risk and share the results.

There are many advantages to the two groups partnering; finding creative solutions, improving diversity, exploring holistic approaches, and increasing or improving business, are but a few. Partnerships build on what is already being done while avoiding duplication and fragmentation of services. The two groups share a common purpose and are willing and able to form an effective partnership.

All members of the Renwick Community Museum and Renwick Smart + Connected are volunteers from the local community and have supported either (or both) of the groups for many years.

The Community Coordinator will report to and be employed by the Renwick Museum Incorporated Society which is governed by a diverse group of community leaders and key decision makers who provide vision, strategic leadership, advocacy, accountability, and stewardship.

6.4 The Coordinator

A Community Coordinator will be employed on a part-time basis and their tasks will include:

- Provide administrative oversight for all Hub activities
- Provide efficient information service to the Renwick community and visitors
- Provide customer service: assist in monitoring facility use, and maintaining a safe, welcoming environment
- Manage collaborations and community partnerships, including attending Renwick Community Hub committee meetings
- Work with partners and community groups including Renwick Smart + Connected, Renwick Museum and Destination Marlborough
- Promote Renwick activities to the community through various channels including social media, flyers etc.
- Maintain an accurate database of community information
- Liaise with Destination Marlborough and local providers to provide accurate visitor information
- Prepare Coordinator reports and attend Hub Committee meetings

See appendices for full job description

7. Implementation

Renwick Museum and Renwick Smart + Connected will produce an Action Plan that discusses the tactical approach to meeting goals, including what actions will be taken, expected results, how results will be measured, and needed resources.

Goals represent the focused work that needs to be done to achieve the vision and mission.

The following initial tasks were developed and ranked in order of priority:

1. Engage the Community
2. Raise funds to support the facility
3. Confirm Coordinator role and produce Terms of Reference
4. Produce action plan, including finance and administration practices
5. Develop partnership with Destination Marlborough (ensure all singing from the same hymn sheet on visitor information)
6. Develop partnerships with other suppliers. E.g. REAP Marlborough, Council
7. Employ Community Coordinator
8. Market the hub to the Renwick Community

Key Milestones:

March 2022	Produce initial Strategic Plan
April 2022	Engage the community
April 2022	Submission for funding to Marlborough District Council Annual Plan process
May 2022	Confirm Committee Members
June 2022	Produce Terms of Reference and Action Plan of key initiatives across the Hub to ensure maximum participation and engagement by all sectors
August 2022	Recruit Community Coordinator
September 2022	Open Renwick Community Hub
February 2023	First progress review on the Strategic Plan (every September and February thereafter)

8. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Building premises already secured • Welcoming atmosphere – open door policy – excellent facilities • Wide ranges of services and supports available to community • In-depth knowledge of local community • Dedicated, professional & experienced volunteer base • Strong networks and collaborative practices • Provides an opportunity to interact with community, establish connections for future partnerships, and build volunteer base • A strong committee base that is enthusiastic, informed and engaged 	<ul style="list-style-type: none"> • Limited community awareness of the establishment of a Community Hub • Funding sources yet to be established • Coordinator role yet to be developed • Terms of Reference and Constitution to be developed • A formal agreement between Renwick Smart + Connected and Renwick Museum not produced (currently verbal)
Opportunities	Threats
<ul style="list-style-type: none"> • Increased fundraising opportunities through community donations (e.g. newsletter sponsorship) • Better awareness of Renwick Community Hub = added value – wrap-around, one-stop-shop • Collaboration – new partnerships and avoiding duplication of services • Increasing visitor numbers due to international borders reopening 	<ul style="list-style-type: none"> • Lack of community support • Excessive administrative burdens on volunteers • Duplication of our services in same target area by other providers • Threat of reduced services due to lack of funding • Conflicts of interest between two governing groups

9. Financial

Financial security is an ongoing priority for the Hub. It is crucial that the Hub's finances are in order and transparent to budget accurately and to predict any potential shortfalls or opportunities. The Hub will rely heavily on grants to pay the bills and keep the doors open.

The Renwick Museum seeks to secure an annual grant from Marlborough District Council to fund a Community Coordinator. All further costs will be met by grant applications and donations as and when appropriate. *See Appendices for budget*

Possible funding partners:

- **Marlborough District Council**
Council provides several funding opportunities (separate to the Annual Plan process). The Renwick Community Hub would be eligible for MDC Community Grants, one-off funding for not-for-profit organisations providing essential services in the Marlborough community.
- **Rata Foundation**
Rata Foundation focuses their funding in five key areas of Learn, Support, Connect, Participate and Sustain. Small grants (under \$20,000) can be applied for once a year and at any time.
- **Pub Charity Ltd**
Pub Charity ensures the funds raised in gaming machines in their Venue Operators go back to support their local community wherever possible. Funding applications open monthly to non-profit organisations correctly incorporated as charitable organisations and shall have a valid constitution and a set of rules and provide credible financial statements. [Home | Pub Charity \(pubcharitylimited.org.nz\)](https://pubcharitylimited.org.nz)
- **Community Organisation Grants Scheme**
The COGS scheme provides government-funded grants to support voluntary and not-for-profit organisations delivering community-based social services that contribute to achieving locally determined outcomes. Grant applications open annually in April. [Community Organisation Grants Scheme \(COGS\) » Community Matters](#)
- **Lotteries Commission**
The Lottery Grants Board distributes the profits made from New Zealand state lotteries for the benefit of New Zealand communities. Funding applications are open twice per year. [Lottery Grants Board » Community Matters](#)

10. Case Studies

10.1 Picton Resource Centre



The Picton Resource Centre (PRC) is a non-profit organisation based in Mariners Mall on Picton High Street. The Centre works in the community to assist other local non-profit groups with marketing, administration, funding, and other areas of their activities.

PRC is an incorporated society, funded by an annual Marlborough District Council grant. Other sources of funding include community donations and funding partners e.g. Rata Foundation and COGS.

PRC produces a free fortnightly newsletter (Picton Happenings) which is sent out to over 1000 people by email with printed copies available from the Picton Resource Centre front counter. Office noticeboards and the community television in the mall help to promote activities. Information brochures are available at the front counter. PRC does not provide tourist information as Picton has its own i-Site on the Foreshore. The Picton Resource Centre works alongside REAP Marlborough to bring adult education to the local community.

Picton Resource Centre is open three days per week from 10.00am till 1.00pm.

www.pictonresource.co.nz

11.0 Awatere Community and Visitors Centre



Awatere Community and Visitor Centre provides information, travel arrangements, internet and is an advisory service for visitors and locals. The office is based in Seddon at the shopping precinct in the town centre.

Awatere Information Centre is an incorporated society, funded by an annual Marlborough District Council grant. Other sources of funding include commercial advertising in the newsletter and funding partners e.g. Rata Foundation and COGS.

The Centre produces a monthly publication - The Awatere & Flaxbourne Bulletin, which is delivered free to the community offering free advertising and promoting local programs and activities for social and well-being for all age groups.

Local arts, crafts, books and preservatives are on display and available for purchase. The Centre operates a small library free of charge.

Awatere Information Centre is open Monday to Friday, 9.00am till 5.00pm.

www.facebook.com/Awatere-Information-Centre-197696850409645

11. Summary

The Renwick community is an important centre for the wider Marlborough region and for visitors from outside the area. In the heart of the wine region, it serves as a centre for winery tourism.

Local shop 'Nic Nacs' has by default, acted as a mini visitor information centre for many years. Due to its recent closure, a gap has arisen for a local information source with a wealth of local knowledge. Renwick Museum is a natural fit to provide such a facility.

The local community has a dedicated community representative in Renwick Smart + Connected (previously Renwick Residents Association). Together the Museum and RS+C is in a strong position to provide a community hub which will enhance Renwick's well-being and tourism status.

APPENDICES

A. Committee competencies

Name	Office Held	Formal Qualifications	Core Competencies	
			Relevant Courses	Soft Skills
Ray Welburn	Chairman	<ul style="list-style-type: none"> MRSC CChem (Hull, Leeds) Retired GRAD Dip. Information Studies (USC) Ritual & Religion in Pre History (Ox.) 	<ul style="list-style-type: none"> Exploring Stone Age Archaeology: The Mysteries of Star Carr - (York University) 	<ul style="list-style-type: none"> Farming, Engineering, Building Property Development Genealogical Research
Sandra Welburn	Treasurer	<ul style="list-style-type: none"> Creative Writing & Digital Design (USC) 	<ul style="list-style-type: none"> Female Writers of the Victorian Era (Ox.) Making Sense of the Census (Ox.) The Works of the Brontes Sisters (Ox.) Anglo Saxon Poetry (Ox.) 	<ul style="list-style-type: none"> Building Genealogical Research
Megan Ross	Secretary	<ul style="list-style-type: none"> NZ Library Certificate NZ Museum Certificate COP (Vic) Archives Management COP (Vic) Archives Preservation Management NZIM Certificate of Supervisory Management 	<ul style="list-style-type: none"> Exhibition Management Copywrite workshops Presentation skills workshop 	

B. Coordinator job description

Job Description

Facility Administrator

Job Summary

The Renwick Museum facility located in the centre of the Marlborough town of Renwick serves as the home to the local museum, public library, visitor information centre and community hub. The position involves the administration of all of these facilities on a part time basis.

Job Responsibilities

1. To enable the smooth running the visitor Information centre, by :-
 - a. Ensuring that visitor information materials are available and displayed for visitors & tourists.
 - b. Maintaining and using your local knowledge to advise visitors of their options to maximise their experience of the Renwick district.
2. Maintain the public library and book exchange by :-
 - a. Liaising with Marlborough Library to ensure the stock of lending books are regularly updated.
 - b. Maintaining records of publications lent and returned.
 - c. Ensure that the books in the book exchange are suitable for public use.
3. Administer use of the community hub by :-
 - a. Liaise with groups and individuals wishing to use the hub facilities to book times/dates/requirements.
 - b. Ensure collection of any fees charged.
 - c. Actively engage with the local community to further use of the hub facility.
4. Enhance the experience of museum for visitors by :-
 - a. Acquiring and maintaining a good knowledge of the history of the town of Renwick and using that knowledge in conjunction with the displays to guide and inform visitors of the town's history.
 - b. Ensure regular cleaning of the display area and display windows.
 - c. Carry out day to day maintenance of the displays as necessary.
 - d. Work with the committee to suggest ways to improve and enhance the “Renwick Story” within the museum.
5. Maintain building security by ensuring alarm systems are on and doors are locked securely while the facility is closed.

Work Hours/Benefits

Marlborough is the main wine growing area in the South Island of New Zealand and the town of Renwick is considered the “heart” of the wine district. It offers an unparalleled lifestyle with some of the highest sunshine hours in the country and easy access to the famous Marlborough Sounds.

This position offers the opportunity to break into the tourism industry and would be a great starting point for a career in community or tourism management.

The position is part time, 10am - 2pm, 5 days per week with the possibility that these hours could be extended in the future.

Required Qualifications/Skills

1. Formal qualifications are not a requirement for this position, however relevant experience in the tourism or hospitality industry might be beneficial.
2. Good communication skills are a requirement as this is a public facing position.
3. Smart and professional appearance commensurate with such a position is expected.
4. An ability to gain a basic knowledge of the history and geography of the area is required.
5. Must be willing to attend courses and attain basic qualifications in visitor information skills.
6. Good computer and word processor skills are essential.
7. Public speaking or teaching experience would be beneficial

How to Apply

To be filled in later

C. Budget

Projected Accounts for Renwick Museum

This projection is based on 2019 - 2020, the last full year of operations of the museum (pre Covid shutdowns)

Costs	2019-2020	Projected 2022-23
Printing, stationary & postage	321	600
Advertising	0	1,000
AGM Costs	30	30
Insurance	500	1500
Refurbishment	55	100
Office supplies	151	500
Travel	0	100
Power	521	1,500
Phone/Internet	678	700
Security	743	800
Sundry	143	200
Repairs/Maintenance	551	600
Subscriptions	216	300
Public displays	8,334	3,000
Audit	699	500
Affiliation fees	44	50
Accounting	399	700
Bank Charges	21	30
Total	13,406	12,210

Income	2019-2020	Projected 2022-23
MDC support	7,500	7,500
Te Papa	1,000	1,000
Donations	750	1,200
Sale of books etc	200	600
Total	9,450	10,300

Admin with some experience

~ \$25 for 20hr/week 5 days 26,000

No experience \$20/hr 20,800

Projected budget based on more advertising, higher stationery and office costs, substantial increase in heating/power costs and necessary insurance to cover office equipment etc. Less would be spent on displays with emphasis more on live tours otherwise costs are adjusted for inflation.

Income from MDC is assumed at current rate as is support from Te Papa. We would expect an increase in donations and income from sales. The coordinator would also be tasked with fundraising activities including applications to funders such as COGS and Pub Charities Ltd.