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SY099-08/17  
APPENDIX A

## Avon Valley Motor Museum Association Inc

PO Box 326  
YORK  
WA 6302  
11<sup>th</sup> August 2017

Paul Martin CEO  
Shire Of York  
PO Box 22  
YORK 6302

Dear Paul

As you are aware from our discussions with you and the shire President we have struck a snag with the funding over the Wheatbelt Development Commissions requirement limiting the sale of the property for ten years.

While we, the members of the Association have no reason to expect the museum to fail the funders are looking to get some further assurance that our community is supportive and prepared to back the proposal above what is already committed.

Because of this problem we have prepared this proposal for your consideration, and if you agree to seek the opinion of council to support us even further than you already have with this project.

### SEFA Loan Backup Proposal

#### Background Information

The Avon Valley Motor Museum Association Inc. (AVMMA) have been negotiating with Social Enterprise Finance Australia (SEFA) to secure a loan of \$405k to finalise the purchase of the Motor Museum from Peter Briggs and family.

The only outstanding issue with the application is that the Wheatbelt Development Commission Royalties for Regions Grant specifies that the \$200k given to support the purchase is conditional on the fact that the museum cannot be sold for a period of ten years. *(This condition is to protect the government's investment/grant and ensure that individuals do not gain a personal advantage from the government grant)*

(2)

The problem, from a funder's perspective, comes if the AVMMA fails to meet their financial obligations for any reason and because of this clause the funder cannot sell the asset to recoup their funds until the 10 year period is completed, this adds significant additional costs to the loan and will probably stop the loan going ahead.

#### **Possible Solution**

An addendum could be prepared for the AVMMA constitution which states that in the event the association fails, the assets and secured liabilities are taken over by the York Shire. (The agreement with SEFA would state the building could not be used as security for any other purpose than the SEFA loan).

In the event that the AVMMA failed the Shire would assume ownership responsibility and operate the museum for the first five years of the SEFA contract. *(This is a fairly common practice if a not for profit association ceases to function)*

If at the end of five years the museum association was unable to continue to meet its financial obligations the shire could pay out the SEFA loan and repurpose the building or dispose of the assets, pay out the SEFA loan and apply the \$200k R for R grant to another community project of its choosing. *(The \$200k grant would not have to be returned to the government)*

#### **Risks for the Shire to consider**

The AVMMA believes the financial risks to the shire from this proposal are minimal for the following reasons.

1. The AVMMA are confident the museum will be financially stable as it has been operating since 1979 without a problem.
2. The sworn valuation of the property of \$790k is realistic and probably conservative.
3. The generous purchase price \$625k provides a financial buffer of \$165k.
4. The Royalties for Regions grant of \$200k reduces the borrowing required to \$405k which is just over 50% of the valuation.
5. The Building could be used for other shire purposes like a youth centre or visitor facility if it became shire owned.
6. The shire has already committed to assisting the AVMMA get established for three years and it is highly unlikely that the business will fail in that period. *(Or at any time in the future for that matter)*

(3)

**Recommendation**

*That in the unlikely event that the AVMMA Inc. fail to operate the museum successfully the shire is prepared to assume responsibility for the Assets (In particular the land and Buildings) and the repayment of the secured SEFA loan. Also that it would undertake to apply the Royalties for Regions grant to another community project of the shires choosing.*

If further information is required please contact Julian Krieg on 0437 571 130 or email [Julian.glenys@bigpond.com](mailto:Julian.glenys@bigpond.com) or Ross Ainsworth on 0428 688 828 or email [ainsworth@wn.com.au](mailto:ainsworth@wn.com.au)

Yours Faithfully

A handwritten signature in black ink, appearing to be 'Julian Krieg', with a large loop and a diagonal stroke.

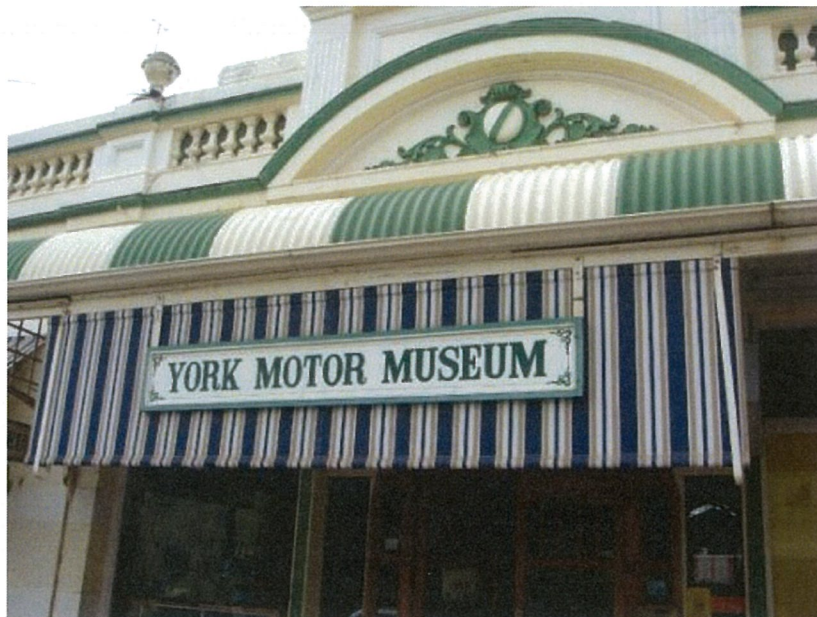
Julian Krieg  
Vice Chairperson  
(on behalf of the association members)



# Avon Valley Motor Museum Association Inc.

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**Business Plan for the operation of the  
YORK MOTOR MUSEUM  
1 July 2017 – 30 June 2018**



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## Mission Statement

*“To provide for the retention of the York Motor Museum with a long term financially sustainable future”*

### Core Values

- Ethics
- Integrity
- Equity

“ To treat all people fairly “

### Our Commitment

Deliver outstanding value to all our stakeholders

- Employees
- Visitors
- Funders
- Community

“ To do the right thing “

### Excellence in all Things

- Dedication to service
- Safety
- Quality
- Long term relationships

# **York Motor Museum Business Plan 2017-2018**

## **Executive Summary**

Avon Valley Motor Museum Association Inc (AVMMAI). is a not for profit, community managed organisation developed specifically to purchase and operate the York Motor Museum for the benefit of the Avon Valley and specifically the town of York. York is the oldest inland town in WA with a population just under 4000 residents, much of York is heritage listed which makes it a popular place for tourists to visit as it is only 97 kms east of Perth in the centre of the picturesque and majestic Avon Valley region. York has a proud history, the Avon Valley is traditionally known for its sheep, wheat and diverse agricultural production but also welcomes and embraces our thriving tourist trade, drawn to the town because of the superb preservation of our historic buildings and the array of attractive cultural events our community host each year.

The York Motor Museum is one of the most significant tourist attractions in York and has been operating successfully under the current ownership since 1979. The museum provides avid motor and vintage automobile enthusiasts with a wonderful venue to reminisce and experience memorable moments among a world class display of beautiful historic vehicles and memorabilia. Also a wide range of other visitors to the town take the time to visit the museum to and revisit their past, or for younger patrons wonder at how motoring has developed over the years

Based on the Latest information we have about Tourism in Rural And Regional WA, the committee is confident that our conservative projections will be achieved and exceeded.

### **The latest statistics indicate:**

- \* The Wheatbelt attracts the second highest number of regional Tourists in WA, only outnumbered by the Southwest.
- \* Total visitor numbers to the Wheatbelt in 2014 were 676,700.
- \* Tourist numbers in the Wheatbelt showed a growth of over 9% per annum for the 2011 - 2015 period.
- \* Around 100,000 visitors per year visit Wave Rock at Hyden, and most would pass through York.
- \* 94% of visitors to the Wheatbelt are Domestic travellers, so promoting York Motor Museum to this market would be relatively straightforward and common sense.
- \* As part of the Avon Sub-region, York benefits from its proximity to Perth.



## **York Motor Museum Business Plan 2017-2018**

Currently the York Motor Museum has four part-time employees and a range of volunteers who manage the day to day operations of the centre which is open seven days a week albeit for limited hours each day.

AVMMAI Committee and staff are passionate about preserving this iconic part of our town's history and our towns most prominent and well known tourist attraction, and we look forward to further enhancing the community spirit and passion to develop tourism opportunities in York.

This business plan incorporates and builds on the York Motor Museums current activities and future plans to demonstrate the capability of AVMMA as required by the State Government's Royalties for Regions funding, and set out a workable economically viable program for the future that gives comfort to funders and the community that the museum is well managed.

This business plan provides an overview of the services and programs that the York Motor Museum will implement or develop over the 2017/2018 financial year. The main focus for this year will be:

- 1. The securing of the current York Motor Museum premises.*
- 2. Increasing the York Motor Museums exposure within the community to enable increased services and opportunities.*
- 3. To increase patronage by at least a conservative 5%*

***This 2017/2018 Business Plan has been endorsed  
by the  
York Motor Museum Management Committee..***

Signed: .....

Dated: .....

*Gary Byfield*  
(Chairperson)

# **York Motor Museum Business Plan 2017-2018**

## **Business Overview**

The objective AVMMA and the York Motor Museum is to provide a place of celebration for all aspects of the motor and vintage vehicle industry. A place both the community and tourists alike can be welcomed, and reminisce or be educated about the history of the motor industry and through a broad range of memorabilia and significant historical vehicles.

Our main objectives for the 2017/2018 year is to secure the ownership of the current premises as a community owned space for generations to come and be able to enjoy the facilities. Secondly to allow the York Motor Museum to grow steadily in a controlled way through measures being put in place by the AVMMA and other passionate community members. Thirdly to develop a sustainable management model that has good governance and financial sustainability.

We will also focus on continuing to provide a high standard of customer service, be a historic landmark within the community, and where possible boost tourism in our beautiful town and the Avon Valley.

### **Proposed opportunities to improve Products / Services**

- Guided Tours (either personal or by electronic means)
- Museum Visits out of hours for interest groups.
- Educational Workshops with school or TAFE students.
- Car Shows (bringing car clubs to town with a mutual purpose)
- Room Hire (select interest groups)

### **Existing Partnerships**

- Shire of York
- Bendigo Bank
- Vintage Car Club of York
- State Museum (Markam Collection)
- Private local car and motor cycle enthusiasts
- Veteran Car Club of WA Inc

**York Motor Museum  
Business Plan 2017-2018**

## Situational Analysis

### Community Analysis

Our current and future clientele is made up of community members with a passion for vintage cars and the history of the motor trade, vintage vehicle enthusiast tourists. There is also broad support for this project within the wider York and Avon Valley community as there is strong recognition of the importance of this iconic business in attracting tourists to the region.

### SWOT Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>• Broad ongoing community support for the museum.</li><li>• Strong support from motoring enthusiasts.</li><li>• Positive support from the Shire of York.</li><li>• Positive support from current owner for AMMVA to take over the museum.</li><li>• Comprehensive Management Skills in AMMVA committee.</li><li>• Operating as a Not For Profit.</li><li>• Main Street location.</li><li>• Proximity to Perth.</li><li>• Proposed business model is tried and tested</li><li>• Knowledgeable staff</li></ul>	<ul style="list-style-type: none"><li>• AMMVA is a new Association with no demonstrated track record of capability.</li><li>• Lack of demonstrated management experience by AMMVA.</li><li>• Timeframe to demonstrate capabilities of the committee.</li><li>• Timeframe to raise the funds to purchase the property.</li><li>• Restrictions on visitors due to restricted hour of opening.</li><li>• Current income constraints. Funding uncertainty.</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>• Increase the patronage of the museum by at least 10%</li><li>• Increase awareness of the museum to wider community.</li><li>• Develop an advertising strategy</li><li>• Increase the opening hours</li><li>• Develop after hour's special interest group visits.</li><li>• Local car club meeting venue.</li><li>• Improve visitor knowledge and information about vehicles and their significance.</li><li>• Create museum memorabilia. (Caps, badges, drink containers etc)</li></ul>	<ul style="list-style-type: none"><li>• Economic downturn</li><li>• Unable to raise required funds.</li><li>• Lack of volunteer support.</li><li>• Current owner resistance to allow transition of management.</li><li>• Unexpected or significant cost increases.</li><li>• Loss of WDC grant.</li><li>• Disruption of Management committee.</li><li>• Succession of committee membership.</li></ul>

**York Motor Museum  
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## Outcomes / Achievements from 2016/2017

1. The association has developed and registered its constitution, obtained an ABN and established required bank accounts.
2. 1 A formal Valuation of the property has been completed which values the property at \$790K.
3. An agreement to sell the property to the association has been signed by both parties for the sum of \$625K and the deposit of \$1,000 paid. *Note: Peter Briggs and his wife have looked favourably on the association's proposal and given that the association intend to retain in perpetuity the Briggs name and their importance to the museum have significantly discounted the price from what would normally be expected given the valuation.*
4. A successful application for funding to assist with the purchase has been made to the Wheatbelt Development Commission and agreement has been reached to grant the association \$200K subject to the association being able to get commitments to fund the remainder of the Purchase price.
5. Negotiations with the Shire of York to assist with at least three years of loan repayment subsidy. The shire is expected to formalise their commitment to provide \$18K on Monday 26<sup>th</sup> June. *(The association has so far had favourable feedback on our request but NOT the final written commitment).*
6. Submissions for a loan of \$405k have been submitted to three lenders. At this time a favourable letter of support, subject to further clarification of some information has been received from Social Enterprise Finance Australia (SEFA). This is our most likely source of finance.
7. A Unit Trust fund has been created and approved by the relevant authorities and will be publicised seeking community support in the next two months.
8. A stepped sponsorship/donation program has been developed and approved by the association which recommends bronze \$1k, silver \$2.5k, gold \$5k and platinum \$10k.

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## Action Plan 2017/2018

KEY OUTCOME	PROJECT DESCRIPTION	ACTIONS	TIME FRAME	PERSONNEL RESPONSIBLE
Take over the day to day management of the Museum	<ul style="list-style-type: none"> <li>AVMMA negotiate with the current owner to assume responsibility for the management of the museum early in the 2017/18 financial year to demonstrate their management capability and create a financial buffer from income</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate a suitable timeframe and terms to assume management control of the museum with the current owner.</li> <li>Appoint a committee to be the manager.</li> <li>Operate the museum within the budget limits</li> </ul>	<ul style="list-style-type: none"> <li>July 2017</li> <li>July 2017 Not later than Sept</li> </ul>	<p>Gary Byfield and Ross Ainsworth.</p> <p>Committee</p> <p>Appointed Manager in consultation with committee</p>
Secure Funding to Purchase the property to meet WDC agreement requirements	<ul style="list-style-type: none"> <li>AMMVA committee to purchase the Museum from Peter Briggs with settlement on or before 30<sup>th</sup> June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Secure Grant from WDC \$200k</li> <li>Secure loan \$405K before 30<sup>th</sup> June 17 for draw down in April 2018</li> <li>Establish a unit trust to raise funds from community Before June 30<sup>th</sup> 2017</li> <li>Seek financial support from York Shire before June 30<sup>th</sup> 2017</li> <li>Seek additional Corporate sponsors (Bendigo Bank etc) before April 30<sup>th</sup> 2018</li> </ul>	<ul style="list-style-type: none"> <li>In place subject to conditions</li> <li>Currently being considered by SEFA.</li> <li>Completed</li> <li>Anticipated to be in place 26<sup>th</sup> June 2017</li> </ul>	<p>AMMVA committee.</p> <p>Contact persons Julian Krieg and Ross Ainsworth</p> <p>Guy Lehman</p>



## York Motor Museum Business Plan 2017-2018

<b>Finalise Property purchase</b>	<ul style="list-style-type: none"> <li>Proposed to settle the property purchase on or before April 30<sup>th</sup> 2018 to ensure transaction is completed before June 30<sup>th</sup> 2018</li> </ul>			Management Committee
<b>Develop community Volunteer working group</b>	<ul style="list-style-type: none"> <li>To extend the operating hours for the museum will require extra volunteers to man the entrance and collect admission payments</li> </ul>	<ul style="list-style-type: none"> <li>Develop a small group of motoring enthusiasts from the York branch of the Vintage Car Club of WA to go on a roster to man the museum.</li> </ul>	<ul style="list-style-type: none"> <li>As early as possible after agreement to take over management of the museum</li> </ul>	Gary Byfield to lead supported by the committee.
<b>Engage with other museums and Car clubs state wide to promote the change of ownership.</b>	<ul style="list-style-type: none"> <li>Promote our willingness to collaborate and develop suitable motoring and museum activities in the Avon Valley</li> </ul>	<ul style="list-style-type: none"> <li>Develop a new advertising and promotional package.</li> </ul>	<ul style="list-style-type: none"> <li>Between September and December 2017</li> </ul>	Coopt someone with marketing expertise, or pay someone if the budget allows
<b>Develop a building committee.</b>				Gary Byfield to consider

**York Motor Museum  
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## Future Development

KEY OUTCOME	PROJECT DESCRIPTION	ACTIONS	TIME FRAME	PERSONNEL RESPONSIBLE
<b>Increase Door Traffic</b>	Reach out to likeminded groups/tafe to offer: <ul style="list-style-type: none"> <li>Facilities for meets</li> <li>Automotive Student Demos</li> <li>Venue Hire</li> </ul>	<ul style="list-style-type: none"> <li>To partner with tafe for automotive student interest days/tours</li> <li>And to approach car clubs and offer our services for a new meeting venue</li> </ul>	12mths	Management Committee
<b>Visitors Centre Relocation to Museum</b>	Negotiate with Shire of York to offer them the space of the Museum to house the York Visitors Centre	<ul style="list-style-type: none"> <li>Meet with the Shire, propose the move, and outline terms from both ends</li> </ul>	6mths	Management Committee
<b>New Toilets</b>	Investigate the opportunity to establish a new toilet block onsite for public use, increasing foot traffic and public toilet accessibility within the main street for tousits, festivals/events	<ul style="list-style-type: none"> <li>Meet with the Shire, propose the new toilets being used as a public asset, outline terms from both ends</li> <li>Seek Funding from various sources to fund the project.</li> </ul>	12mths	Management Committee

## York Motor Museum Business Plan 2017-2018

<b>Increase Profile of Museum</b>	<p>Advertising Campaign including:</p> <ul style="list-style-type: none"> <li>• Brochure print/distribution</li> <li>• Stand at York Ag Show</li> <li>• Promotion in local publications</li> </ul>	<p>Design/print eye catching brochures/flyers and distribute</p> <p>Apply for a Stand at the 2018 Ag Show</p> <p>Advertise in local publications</p>	12mths	Management Committee
<b>Develop Partnerships with Car Clubs</b>	Reach out to car clubs that have not visited York for a meet, recently or ever in the past.	<p>Explain the benefits of hosting a car meet in York:</p> <ul style="list-style-type: none"> <li>• Tourist Capacity</li> <li>• Prior Festival Stats</li> <li>• Community Interest</li> </ul>	12mths	Management Committee
<b>Increase Future Museum Sustainability</b>	Fundraising Proposal creating a share/bond scheme (outlined in full below)	<p>Approach/Offer Individuals and Businesses the chance to "buy in"</p>	12mths	Management Committee



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## **Fundraising Proposal for Avon Valley Motor Museum Association Inc.**

The association proposes to raise 100K by creating a unit trust scheme, issuing 1000 numbered loan shares.

Individuals or businesses can contribute by purchasing \$100 units for which they will receive a numbered certificate. They may also purchase multiples of \$100 and the certificate would indicate consecutive unit numbers.

The funds raised would be held in a trust fund which would be used wholly to purchase the museum property anticipated to be settled on 30<sup>th</sup> April 2018.

Funds can be paid directly into the trust fund at Bendigo Bank and the share certificate would be issued by the Association with the name of the shareholder recorded on the association register.

### **Repayment of Shares to Investors**

At the Annual General Meeting of the association, it is intended to host a public celebration at the museum at which time a portion of the profits of the association would be returned to shareholders via ballot system. All share numbers would be held in a sealed container from which numbers would be drawn, and those shares would then be repaid to the shareholder. (Estimates that 5% per year from 2019 AGM could be paid back).

After the draw, shareholders would be given the opportunity to donate their share to the association. This would be entirely voluntary and if donated, the funds would be applied to developing the museum.

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## Financial Plan 2017/2018

<b>EXPENSES</b>		<b>INCOME</b>	
<b><i>Operational</i></b>		<b><i>General Income</i></b>	
Property Purchase (April 2018)	\$ 625,000.00	Door Takings	\$ 63,000.00
Staff Salaries	\$ 19,656.00	ATM	\$ 7,500.00
Employee Associated Costs	\$ 3,931.20		
Loan Repayments (3mths only)	\$ 9,000.00	<b><i>Grant Funding</i></b>	
		Royalties for Regions	\$ 200,000.00
<b><i>Incidental</i></b>		Shire of York	\$ 18,000.00
Cleaning	\$ 5,500.00	Bendigo & Other Donations	\$ 10,000.00
Stamp Duty	\$ 24,000.00	Unit Trust	\$ 40,000.00
<b><i>Governance</i></b>		<b><i>Other Funding</i></b>	
Insurance	\$ 2,191.45	Bank Loan	\$ 405,000.00
Vehicle Insurances	\$ 0.00	Short Term Members Loan (Int Free) *If Required*	\$ 20,000.00
Rates 118-122	\$ 4,970.07		
Rates 116	\$ 2,131.95		
Security	\$ 401.31		
Telephone	\$ 2,381.40		
Water & Sewer (116)	\$ 1,693.44		
Water Usage	\$ 876.49		
Electricity	\$ 1,954.65		
Accounting/Audit	\$ 3,000.00		
<b><i>Marketing &amp; Promotion</i></b>			
Advertising	\$ 1,500.00		
<b><i>Daily &amp; Maintenance</i></b>			
Building Maintenance	\$ 5,000.00		
<b><i>Total Expenses</i></b>	<b>\$713187.96</b>	<b><i>Total Income</i></b>	<b>\$763500.00</b>

**York Motor Museum  
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## Personnel Plan

	<b>Position</b>	<b>Qualifications / Experience</b>	<b>PD focus (linked to Action Plan activities)</b>
Gary Byfield	Chairperson	Business Owner for 33yrs, Chairperson of Veteran Car Club WA (York Branch) Chairperson of Avon Valley Motor Museum Association Inc.	
Julian Krieg	Vice Chairperson	Completed Australian Institute of Company Directors governance training (2014) Chairperson of Rural Counselling Service of WA President of Australian Mens Health Forum Chairperson of York Health Advisory Group Vice Chairperson Avon Valley Motor Museum Association Inc. Board member Keystart Home Loans Ltd. (retired Feb 2017)	
John Fenn	Secretary	Treasurer of Walk to York Inc. Chairperson of York Community Radio Inc. Dentist since 1973, self employed until 2015 Secretary of Avon Valley Motor Museum Association Inc.	
Guy Lehmann	Treasurer	Partner of Muntz and Partners Chartered Accountants Member of Institute of Automotive Mechanical Engineers Treasurer of Avon Valley Motor Museum Association Inc.	
Ross Ainsworth	Committee Member	1989-2012 Member for Roe, Parliament of WA 2009-2012 Chairperson of Veteran Car Club of WA (York Branch) 2015-2016 Member of Governing Council of C.Y. O'Connor TAFE 2016- Present Member of Wheatbelt Development Commission Board	
John Bullock	Committee Member	Licensed Surveyor Owner of two Vintage Motor Vehicles	
Brian Johns	Committee Member	Retired Electrical Contractor Member, classic Motor Cycle Riders Club of WA	
Bert Hayes	Committee Member	Part Owner Valley Ford, Business Owner, Vintage Car Enthusiast	
Stan Eastwood	Committee Member	Retired Farmer, Past President of Avon Vintage Vehicle Association	

# York Motor Museum Business Plan 2017-2018

## Risk Management Plan

<b>Risk</b>	<b>Likelihood of occurrence<sup>1</sup></b> High / Medium / Low	<b>Severity of occurrence<sup>2</sup></b> High / Medium / Low	<b>Risk rating<sup>3</sup></b> High / Medium / Low	<b>Actions to address</b>
Financial Risk	Medium	High	High	Strategic Management Plan (SPP) Promote Business to gain momentum for increased numbers
Grant Funding	Medium	High	High	Investigate all Grant Funding options
Burglary	Medium	High	High	Insurance/Security Surveillance
Workers Compensation	Low	Medium	Medium	Insurance Safe Working Environment
Lack of Volunteers	Low	Medium	Medium	Policies in Place
Car Clubs Not coming to town	Low	Medium	Medium	Ensuring as many Car Clubs are aware of the museum and welcomed to the community Publicity

The risk management plan is constantly under review and as such will be updated whenever new risks are determined.

<sup>1</sup> What are the chances of this risk occurring?

<sup>2</sup> What level of impact would the risk have on your operations?

<sup>3</sup> Based on the matrix below, what would this rating of this risk be?

<b>Likelihood of occurrence</b>	<b>Severity of occurrence</b>		
	<b>High</b>	<b>Medium</b>	<b>Low</b>
<b>High</b>	High	High	Medium
<b>Medium</b>	High	Medium	Low
<b>Low</b>	Medium	Low	Low

# **York Motor Museum Business Plan 2017-2018**

## **Succession Plan**

- Every effort is made to retain current staff (and volunteers) and to participate in training and professional development requirements. Job satisfaction and performance is reviewed annually.
- The Avon Valley Motor Museum is building relationships with the WA State Museum and the WA Motor Museum to ensure we have a diverse range of vehicles on show at any one time, and to keep car enthusiasts interested in coming back to the Museum for future visits.
- The Avon Valley Motor Museum have a close relationship with the WA Vintage Car Club and welcome all car clubs to our town, and will work with car clubs wanting to host an event by assisting with Shire applications and legalities for our town.
- All staff and committee members are aware of their duties and responsibilities within the organisation.
- The management committee will refresh membership and hold annual election of office bearers.

Included in our succession planning is

- ✓ The involvement of staff in induction, communication process and performance management of staff and volunteers;
- ✓ Induction of board and committee members;
- ✓ The accurate assessment, recording and recognition of skills and areas of expertise of all the current board, committee, volunteer and staff members. (Develop skills matrix)
- ✓ Improving access to skills' training; enhancement and development of knowledge; creating a sense of belonging; acknowledgement and recognition of contribution. It is hoped that this will create a more sustainable environment.
- ✓ Suitable data storage and back-up to ensure correct retention of all information, documentation and records.