



# STATEMENT OF INTENT

for

## TE MANAWA MUSEUMS TRUST

**2020/21 – 2022/23**



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## CONTACT DETAILS

<b>Address</b>	Te Manawa Museums Trust Private Bag 11055 Palmerston North	<b>Legal Status</b>	Te Manawa Museums Trust is a Council-Controlled Organisation (CCO) for the purposes of the Local Government Act 2002 and operates as a charitable trust under the Charitable Trust Act 1957.  It is a not-for-profit CCO.
<b>Website</b>	<a href="http://www.temanawa.co.nz">www.temanawa.co.nz</a>		
<b>Phone</b>	(06) 355-5000		
<b>Email</b>	<a href="mailto:enquiries@temanawa.co.nz">enquiries@temanawa.co.nz</a>		
<b>Main Contact</b>	Andy Lowe	<b>Charities Registration number</b>	CC38836
<b>Role in CCO</b>	Chief Executive	<b>Trustees</b>	John Fowke - Chair Geoffrey Jameson Nuwyne Te Awe Awe Mohi Tyson Schmidt Manu Kawana Sarah Bell Caroline Tate
<b>Phone</b>	06 351-4492		
<b>Email</b>	<a href="mailto:andy.lowe@temanawa.co.nz">andy.lowe@temanawa.co.nz</a>		

# INTRODUCTION

The production of this SOI resulted from the new Statement of Expectation issued by PNCC followed by a draft SOI that was then amended after the COVID-19 crisis changed all of our operations. The need to revise the SOI resulted in PNCC organising a workshop with council officers and elected representatives. This proved to be an extremely useful addition to the process and the discussion allowed for a full exchange of views and suggestions. In summary, although this has been a somewhat protracted process, it has been extremely productive.

Further flow on from the SOI workshop will also add to the quality and relevance of the next Te Manawa business plan, to be produced over the next few weeks.

As we emerge from the COVID-19 measures have had to be very careful with our budgeting so that we can concentrate on the areas that PNCC has identified as our key drivers for success, as well as contributing to the objective of driving our community forward. The upcoming Palmerston North sesquicentennial will be a strong driver of this and we are planning our participation in marking this milestone.

The key drivers that were signalled during our discussions were:

- Supporting inclusivity in our community
- Getting the collections out – using the assets we have
- Maintaining a turnover of exhibitions to engage our audiences
- Reviewing and publishing the exhibition programme – local, national and international
- Growing physical and digital visitation numbers
- Maintaining and enhancing connections and relationships
- Working with the Ministry of Education on the future of the LEOTC programme and its funding
- Sourcing sustainable external funding for programmes and exhibitions

These will all be incorporated into the draft business plan. The first order of priority will be responding to the processes for safely reopening to the public and the revision of our programmes to enable this. We will also be moving to support the other cultural CCOs as they move into a post COVID-19 mode and maximise our ability to develop joint programmes of activity.

The budget incorporated in to the SOI has also been revised to incorporate post COVID-19 actions as far as are known. There may be further revisions required to our programmes and budget as we move forward but these will be kept to a minimum.

We continue to acknowledge and be reliant on the support of PNCC, Iwi our societies and the communities who participate in and support our operations.



John Fowke  
Chair, Te Manawa Museums Trust  
31 July 2020

## PURPOSE OF THE STATEMENT OF INTENT

This Statement of Intent is presented by Te Manawa Museums Trust in accordance with the requirements of Section 64(1) of the Local Government Act 2002.

In accordance with the Local Government Act 2002, this annual Statement of Intent publicly states the activities and intention of Te Manawa Museums Trust for the next three years, and the objectives to which those activities will contribute.

The final Statement of Intent will take shareholder comments into consideration and include performance measures and targets as the basis of organisational accountability.

## ABOUT TE MANAWA MUSEUMS TRUST

### OUR PURPOSE

Amplifying possibilities

### OUR VISION

A museum without boundaries

Built on a foundation of manaakitanga (inclusion, kindness, safety, hospitality)

### OUR MISSION

We will partner with communities, thought leaders, change makers and supporters, to inspire, broker and deepen connections among them, and with our worlds' tangible and intangible treasures, so that we can create and deliver relevant, engaging programmes and experiences with and for our communities.



## OUR VALUES

To co-create an energetic, surprising museum with multiple communities we embody these values:

### Kaitiakitanga

We are passionate about the treasures we care for on behalf of the community, and their power to inform and transform us, now and into the future.

### Courageous and experimental

We are committed to making a real and positive difference, thinking clearly and openly about how Te Manawa can best evolve to achieve this – and when and how we need to think outside the box, and be brave, daring and fearless in our thinking and actions.

### Open and inclusive

The concept of *TĀTOU / WE* together is central to everything we do – acknowledging the mana of each person and the collective mana of all.

Open communication – the ability to listen actively, with respect, and to frame relevant questions that will unlock meaning, insights and value – underpins our culture.

### Smart and strategic

Our responsibility to our communities means we are strategic about where we are going, and smart, rigorous and pragmatic about how we will get there.

Our decisions are based on prioritising and growing our resources and monitoring outcomes, with a focus on building our ability to impact and achieve sustainable success.

### Generous and entrepreneurial

We believe our communities are part of a world full of the possibilities, talent, solutions and insight our future relies on. To realise this potential, we are generous in our approach - our ability to have fun, enjoy life and value each other underpins the spirit of entrepreneurship that drives us forward.

## OBJECTIVES OF THE TE MANAWA MUSEUMS TRUST DEED

- To provide governance of an organisation which is a regional museum complex, advancing interest in art, heritage and science (including interactive science)
- To provide study, educational and enjoyment opportunities through acquiring, conserving, researching, communicating and exhibiting material evidence of people and their environment
- To develop, promote, enhance and maintain collections to make them relevant to the peoples of the Manawatu and New Zealand
- To recognise and act in accordance with the principles of the Treaty of Waitangi and to involve and give special attention to the history of the Tangata Whenua in the Region
- To ensure that the facility functions as a valued professional education resource and community asset for the citizens of Palmerston North and the Manawatu Region
- To encourage and support the kindred Societies in accordance with the objects of this Trust Deed
- To recognise the organisation's location in the Manawatu and to be aware of the Regional focus



## STATEMENT OF THE BOARD'S APPROACH TO GOVERNANCE

Te Manawa Museums Trust Board is established and governed in accordance with the Te Manawa Trust Deed; available on request from the Executive Assistant of Te Manawa.

The Board of up to seven trustees, is responsible for the strategic direction and control of Te Manawa's activities.

The Board guides and monitors the business and affairs of Te Manawa, in accordance with the Charitable Trusts Act 1957, the Local Government Act 2002, the Trust Deed and this Statement of Intent.

The Board's approach to governance is to adopt "good practice" with respect to:

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to the community and regularly reporting to the Arts, Culture and Heritage Committee of Palmerston North City Council
- enhancing Te Manawa's environmental sustainability.

The Chief Executive is responsible for the day-to-day operations of Te Manawa, engaging and oversight of staff and reporting to the directors on performance against Te Manawa's performance objectives.

The Board encourages engagement on our strategic direction by stakeholders through three main avenues: the development and presentation of this Statement of Intent, a public Annual General Meeting held each year, and through presentations at Council's quarterly Arts, Culture and Heritage to report and outline new initiatives.

## CONTRIBUTION TO SMALL CITY BENEFITS, BIG CITY AMBITION

Palmerston North City Council's vision for the city is *Small city benefits, big city ambition*.

Council has identified five strategic goals for achieving this vision: Goal 1: An innovative and growing city; Goal 2: A creative and exciting city; Goal 3: A connected and safe community; Goal 4: An eco city; and Goal 5: A driven and enabling Council.

Te Manawa contributes to all goals, but primarily to these priorities under Goal 2:

- Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages; and
- Develop the city into an arts powerhouse with a national reputation for creativity and the arts.

Te Manawa received a Statement of Expectation stating Council's objectives relating to Te Manawa. The Board has worked through the Statement of Expectation and has responded to these throughout this Statement of Intent.



# STRATEGIC OBJECTIVES

We have identified interrelated areas of focus for the next three years to achieve our vision of **a museum without boundaries**.

## Objective 1: Enhanced learning and engagement

Te Manawa, as a gathering place, builds tolerance and connections among Palmerston North's diverse cultures – one community, many cultures. We will ensure that Te Manawa enhances creativity, gives visibility to diverse viewpoints, and supports an inclusive community. We will provide opportunities to incubate ideas through collaboration and experimentation, leveraging opportunities to co-create with local communities.

Te Manawa opens doors for different conversations and engages people in learning experiences that are relevant and meaningful to them. Te Manawa, through its links to education, research institutes and local technology industries, develops science- and technology-focussed exhibitions of local and national interest.

Our relationship with Rangitāne o Manawatū, as mana whenua, will evolve in line with their post-settlement aspirations. Te Manawa, in partnership with Rangitāne, protects its taonga, tells its stories and moves forward under the principles of Te Tiriti o Waitangi.

## Objective 2: Innovative experiences that attract visitors

Te Manawa's multi-layered experiences champion the uniqueness of our region. We will focus on developing and hosting vibrant exhibitions that attract visitors, contributing to the city's liveability and sense of place. We will carry out creative marketing to build visitation, third-party investment, and Te Manawa's profile.

Through our exhibitions, both conventional and challenging, Te Manawa builds a national reputation. Digital engagement will help attract physical visitors but also provide for our collections and activities to be enjoyed and interacted with by those in our community who cannot visit our facilities.

By caring for its collections, Te Manawa provides access to the region's diverse cultural heritage. Existing collections are brought to life so residents and visitors can engage with the history of the Manawatū and New Zealand.

## Objective 3: A collaborative and future-focussed organisation

Te Manawa will connect to and amplify what's already happening in the community to make a bigger impact. Maintaining and enhancing our strategic relationships is key our success.

We will build Te Manawa's environmental and financial sustainability, ensuring it is well-placed to challenge boundaries and respond proactively to change. Te Manawa seeks to lead the city by becoming carbon-negative and sustainable by 2025. We will work strategically to accelerate revenue generation and embed a business development mindset within Te Manawa.

We will build our reputation as a creative and vibrant organisation, encouraging experimentation. Te Manawa will act as a testing ground for prototyping ideas.

# WHAT WE WILL DO

## Objective 1: Enhanced learning and engagement

To achieve this objective, we will:

- Care for, develop, and add to Te Manawa's collections in line with policy.
- Support volunteers to contribute skills and enthusiasm to Te Manawa, with a focus on tertiary students.
- Implement lessons from international community engagement mentoring programme OF|BY|FOR ALL.
- Review our Learning Strategy (by end of 2020/21). Implement and evaluate success.
- Deliver ongoing learning programmes through Te Rangahau Curiosity Centre.
- Develop a communications and marketing plan for learning activities.
- Identify and deliver two creative projects alongside local communities (by end of 2020/21). Evaluate success (by end of 2021/22). Deliver two more projects (by end of 2022/23).
- Support implementation of phase 1 of Te Rangimārie project, a dual venue cultural tourism project undertaken by Te Rangimārie Marae Trustees (by end of 2020/21). Phase 1 includes training for Front of House staff to confidently engage with visitors, and co-creation of activities linked to Te Rangī Whenua.

## Objective 2: Innovative experiences that attract visitors

To achieve this objective, we will:

- Carry out market research to build understanding of the needs of current and potential visitors.
- Maintain a vibrant and balanced programme of exhibitions to engage audiences.
- Publish exhibition programmes locally and nationally.
- Continue with the established plan to exhibit the art collection digitally within three years (by end of 2022/23).
- Develop an Exhibition Strategy that includes development of touring exhibitions. Implement and evaluate success (by end of 2020/21).
- Develop a Digital Strategy to support development of online experiences that attract increasing interest. (by end of 2020/21). Implement and evaluate success.
- Develop two new digital creative projects (by end of 2022/23).
- Develop economic impact reporting for major events and exhibitions hosted by Te Manawa (by end of 2021/22).



### Objective 3: A collaborative and future-focussed organisation

To achieve this objective, we will:

- Develop a business plan (by end of 2020/21).
- Review scope and range of existing strategic partnerships to identify future needs, including opportunities to formalise relationships (by end of 2020/21).
- Develop concept for a partner-based exhibition of national significance (by end of 2020/21). Implement exhibition (by end of 2021/22).
- Develop short- and long-term fundraising strategies that source sustainable external funding for programmes and exhibitions (by end of 2020/21).
- Develop a new operating budget (by end of 2021/22) that:
  - outlines resources for agreed Programme of Activity and any required product and service development/realisation
  - commits to securing increasing levels of operating budget from third party sources
  - has a clear programme of work, structure, processes and roles that ensures the financial perspective is appropriately embedded and integrated into decision making and planning (including more advanced sharing of information).
- Develop an environmental impact framework that drives environmentally focussed projects (by end of 2020/21). Trial and review projects.
- Continue to establish Future Museum principles by developing and delivering three examples to use and test concepts (by end of 2020/21). Develop and deliver three further examples in 2021/22 and 2022/23.



# PERFORMANCE MEASURES

To track progress towards its objectives, Te Manawa will report on the following measures.

Objective	Performance measure	Actual	Target		
		2019/20 (C-19 affected)	2020/21	2021/22	2022/23
<b>1. Enhanced learning and engagement</b>	Visitor satisfaction (good/very good/excellent)	99%	> 96%	> 96%	> 96%
	Participation in learning programmes <sup>6</sup>	21,316	30,000	30,000	30,000
	In-person visits to Rangimārie activities	<i>Not measured</i>	Under development	5,000	10,000
<b>2. Innovative experiences that attract visitors</b>	Likelihood of visitors to positively endorse Te Manawa to others <sup>1</sup>	<i>Not measured</i>	Under development	<i>TBC</i>	<i>TBC</i>
	In-person visits to Te Manawa	100,599	150,000	160,000	150,000
	Visits to Te Manawa experiences off-site <sup>2</sup>	16,303	50,000	100,000	100,000
	Online reach <sup>3</sup>	664,932	500k	600k	700k
<b>3. A collaborative and future-focussed organisation</b>	Strength of relationship with strategic partners <sup>4</sup>	<i>Not measured</i>	Under development	<i>TBC</i>	<i>TBC</i>
	Revenue secured from sources outside PNCC <sup>5</sup>	337,060	574,154	708,586	402,281

<sup>1</sup> As measured by Net Promoter Score (NPS). Target will be set once baseline established.

<sup>2</sup> Includes both touring exhibitions and people participating in Te Manawa activities at events.

<sup>3</sup> Includes both unique e-visits to Te Manawa website and online reach of social media.

<sup>4</sup> Measure to be developed. Target will be set once baseline established.

<sup>5</sup> Includes private and corporate sponsorship, grants, event and shop proceeds, and Ministry of Education contracts.

<sup>6</sup> Learning programmes participation in accordance with Te Rangahau Curiosity Centre. Includes LEOTC visits of 3,000 (10%) per annum.

## HOW WE OPERATE

We aim to provide a hub for significantly growing the city's levels of learning and engagement, social cohesion and wellbeing, civic pride and vibrancy, and national reputation. We work to:

- open doors for different conversations;
- enhance through creativity;
- build a profile of and champion the uniqueness of our region;
- connect people with each other and unlock the riches of our treasures and stories;
- incubate ideas through collaboration and experimentation;
- amplify possibilities and potential, with and for our communities;
- challenge boundaries and respond proactively to change.

We are committed to staff development and provide training, performance reviews and development plans.

Our staff are qualified and experienced, and we adhere to rigorous and inclusive processes to ensure the best experience of, by and for the public.



## WORKING TOGETHER

### Quarterly Report

Te Manawa Museums Trust will present at Palmerston North City Council's quarterly Arts, Culture and Heritage Committee meeting to report on progress against the SOI and outline new initiatives (unless the half-yearly or annual report is to be presented at the same meeting).

## Half-Yearly Report

By the end of February each year, Te Manawa Museums Trust will provide the Council with a half-yearly report complying with s 66 of the Local Government Act 2002. The report will include the following information:

- Chief Executive's commentary on operations for the relevant six-month period.
- Comparison of Te Manawa Museums Trust's performance with the objectives, planned activities and performance targets set out in the SOI, with an explanation of any material variances.
- Un-audited half-yearly financial statements incorporating a statement of financial performance, statement of financial position, statement of changes in equity and statement of cashflows.

## Annual Report

By 30 September each year, Te Manawa Museums Trust will provide the Council with an annual report complying with ss 67–69 of the Local Government Act 2002. Financial statements and audit clearance will be provided in early August to ensure timely availability of Council's annual report.

The annual report will contain the information necessary to enable an informed assessment of the operations of Te Manawa Museums Trust, and will include the following information:

- Chief Executive's commentary on operations for the relevant year.
- Comparison of Te Manawa Museums Trust's performance to the objectives, planned activities and performance targets set out in the SOI, with an explanation of any material variances.
- Financial statements incorporating a statement of financial performance, statement of financial position, statement of changes in equity, statement of cashflows, statement of accounting policies and notes to the accounts.
- Auditor's report on the financial statements and the performance targets.
- Any other information that the Trustees consider appropriate.

## SIGNATURES

This Statement of Intent was approved by the Te Manawa Museums Trust Board on: 13<sup>th</sup> May 2020



John Fowke, Chair, Te Manawa Museums Trust Board