

# **Te Manawa**

**art science history PALMERSTON NORTH**

## **STATEMENT OF INTENT**

for

**TE MANAWA MUSEUMS  
TRUST**

**2018/19 – 2020/21**

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## CONTACT DETAILS

<b>Registered Office:</b>	Palmerston North City Council	<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.
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<b>Role in CCO:</b>	Chief Executive	<b>Role in CCO:</b>	Chairman
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## INTRODUCTION

It would be easy to say that what we already have is sufficient, a solid regional offering. That would assume that our vision of risk taking, experimentation, mind blowing and inclusive practices and experiences has been fully realised. Our view is that the past five years have been a 'proof of concept' stage for some aspects of 'Museum Without Boundaries' but only some. Some of the innovation has been seen in the NOA open studio programme, running events like Waitangi day and International Women's day, inviting organisations to be based at Te Manawa such as MALGRA, and focussing on the creation of exceptional touring exhibition concepts such as *Sunlight- Ihi Kōmaru* and the *Topp Twins*. But there is more to come and these will prioritise experiential exhibitions and unexpected experiences.

As we are now embracing our journey to TM2025, our strategy is to focus on running two work streams:

- 1- Business as Usual, and
- 2- Rapid Evolution (towards TM2025 and beyond) - projects and activities that demonstrate what 'Te Manawa of the Future' will look like – a way of realising the potential of our museum now, rather than waiting for some future opportunity to present itself. As the name implies, this work stream is experimental, utilising 'out-of-box thinking and concepts that shift and/or bust apart the perception of what museums 'are' or 'are meant to be'.

We have not detailed the individual projects contributing the rapid evolution work stream to enable the greatest flexibility for experimentation. Our focus is on building the foundations, principles and capability to achieve Rapid Evolution goals.

There will be more and more examples of our innovative and digital future popping up at Te Manawa as we progress. We will be experimenting, taking risks and embracing more and more groups in our community in our push for inclusivity and co-creation. Te Manawa will become a giant incubator for ideas and products that enhance and support the vision of a vibrant Palmerston North and provide lodestars on the course to 2025.



John Fowke  
Chair, Te Manawa Museums Trust

28/2/2018

## OUR VISION

### *A museum without boundaries*

*Museum without boundaries – IS ABOUT busting through and reinventing the concept of a museum. It is where extremes and difference rub up against each other; where we are propelled into new dimensions, a place that overturns thinking. A place that can laugh out loud, will have a crack at things, a place full of heart, a catalyst for collaboration.*

### **What does this mean?**

1. All work is visible - There is no 'back of house' includes 'animation' of/ experiential collections spaces. All staff visible and work visible.
2. Aesthetics - the 'look of everything is breath taking, larger than life (prioritise those concepts that are at massive scale or minuscule)
3. Prioritise all work including events and exhibitions to create connection, energy, a sense of movement – severe changes of pace and emotion, change; flexible, pop up, temporary, unfinished, surprise, imperfect, organic
4. Orientation / navigation - get around the facility by means of play (internal climbing apparatus/ slides/ conveyor belts etc)
5. Our spaces are used differently and in unexpected ways. Back of house spaces like dockways, rooves, balconies, workshop and collections counted as priority venues for exhibitions, learning and events – spaces include off site and exhibitions have other unexpected events inside them.
6. Prioritise Rangitāne / People Centre
7. Prioritise play, fun and humour
8. Prioritise fearlessness / projects that take risks. Experimentation is core business and imbued in everything we do
9. We encourage communities to 'take over' and run their own programmes using our collections and theirs
10. We promote co-creation of our spaces - community/ kids etc input into development
11. Prioritise those people, concepts etc usually not talked about, not 'respectable', not included or invisible
12. Challenging - prioritise the hard, underbelly and weird stuff that no one else wants to tackle
13. Everything we do 'blows you away' is surprising, unexpected. Nothing is mediocre/ average
14. Prioritise intergenerational learning- including passing on old manual practical skills and vice versa and linking these in with our collections
15. Sustainable - drives enviro/ eco story and messages
16. Multi cultural - multi gender/ sex
17. Focus on accessibility - ensure disability story built into fabric of facilities, exhibitions, programmes, events
18. We value our heritage
19. We celebrate knowledge and learning
20. We seek connections among science, art and heritage

### **Summary of key features:**

1. Make the invisible visible
2. Create connection, energy, play, fun, humour, surprise, roller coaster, shock

3. Space used in new ways
4. Rangitāne
5. Experimentation, risk taking, courageous, challenging, bust out of museum practice
6. Community take over/ co creation
7. Intergenerational
8. Off the grid / sustainable facility
9. Multi cultural / multi gender
10. Accessibility

## MISSION

We create mind blowing memories

Engaging with our many diverse communities to tell our stories in a creative, innovative and exciting way, cultivating and nurturing treasures and people.

## OUR VALUES

**In order to be able to co-create an energetic, surprising museum with multiple communities we need to embody the following 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

Established 30 August 1999

- ▶ 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

## KEY PRIORITIES FOR 2018/19, 2019/20 and 2020/21

- Experimentation and surprise
- Community co-creation and connection
- Mind-blowing concepts
- Business growth and diversification

## KEY STRATEGIC OBJECTIVES FOR, 2018/19, 2019/20 and 2020/21

- 1- Attract visitors from within and outside the region and build international profile
- 2- Enhance partnership with Rangitāne
- 3- Increase third party revenue and visitor satisfaction
- 4- Develop rapid evolution programme to define long term vision
- 5- Commit to staff development

## KEY PERFORMANCE INDICATORS FOR 2018/19, 2019/20 and 2020/21

1 Attract visitors from within and outside the region and build international profile			
Planned activities	Outputs (KPIs)		
	2018/19	2019/20	2020/21
Develop vision related experiences that attract increasing numbers of physical visitors to Te Manawa	178k	180k	185k
Develop vision related exhibitions and products that increase the Te Manawa profile across New Zealand and the world	100k	120k	150k
Develop a vision related on-line presence that attracts increasing interest	200k	250k	300k
TOTAL VISITS	478k	550k	635k

2 Enhance partnership with Rangitāne			
Planned activities	Outputs (KPIs)		
	2018/19	2019/20	2020/21
Work with Rangitāne to create more opportunities for Rangitāne within Te Manawa such as involvement in development and implementation of Te Ahikaea.  Develop 'People Centre' Te Ahikaea inside Te Manawa	5,000 visitors to Te Ahikaea activities	10,000 visitors to Te Ahikaea activities	20,000 people to Te Ahikaea activities

2 Enhance partnership with Rangitāne			
Planned activities	Outputs (KPIs)		
	2018/19	2019/20	2020/21
3 Increase third party revenue and visitor satisfaction			
Planned activities	Outputs (KPIs)		
	2018/19	2019/20	2020/21
Develop a fundraising strategy and engage a Fundraiser	\$577k	\$800k	\$800k – 1m in anticipation of approval of TM2025
Increase and maintain high levels of visitor satisfaction	Between 93-98% satisfied	Between 94-99% satisfied	Between 95-100% satisfied

4 Develop and implement a rapid Evolution/Horizon Lift/Future Shift programme to define long term vision and service levels			
Planned activities	Outputs (KPIs)		
	2018/19	2019/20	2020/21
Establish Rapid Evolution principles, tools and approach	<p>Establish Rapid Evolution team</p> <p>Develop foundational principles to drive experimentation, and inclusive practice.</p> <p>Develop and deliver two examples that explore and test 'out-of-the-box' thinking, and new approaches</p> <p>Debrief and document learnings</p>	<p>Develop and deliver a further three examples to use and test Rapid Evolution concepts</p> <p>Debrief and document learnings</p> <p>Refine foundational principles to drive experimentation and inclusive practice</p> <p>Commence establishment of the Rapid Evolution Implementation Plan</p>	<p>Develop and deliver a further three examples to use and test Rapid Evolution concepts</p> <p>Debrief and document learnings</p> <p>Refine foundational principles to drive experimentation and inclusive practice</p> <p>Finalise the Rapid Evolution Implementation Plan</p>

4 Develop and implement a rapid Evolution/Horizon Lift/Future Shift programme to define long term vision and service levels			
Planned activities	Outputs (KPIs)		
	2018/19	2019/20	2020/21
Engage owners throughout Rapid Evolution programme development	Report every six months on progress, to inform workshops for input into future programmes of work	Report every quarter on progress, to inform workshops for input into future programmes of work	Report every quarter on progress, to inform workshops for input into future programmes of work
Document and communicate refinements to the long-term vision and service levels	Review team is established. Terms of Reference are developed	Draft plan is completed and consulted on	Final plan is completed and adopted

5 Commit to Staff development			
Planned activities	Outputs (KPIs)		
	2018/19	2019/20	2020/21
Develop and manage Human Resource systems aligning with and supporting the Te Manawa model and culture.	All appropriate staff have annual Performance Reviews and agreed Development Plans for 2018/19 in place	All appropriate staff have annual Performance Reviews and agreed Development Plans for 2019/20 in place	All appropriate staff have annual Performance Reviews and agreed Development Plans for 2020/21 in place
Provide Te Reo Maori training			
Provide contemporary museum training			

Note: Current work streams to be subject to Rapid Evolution principles include:

1. Te Ahi Kaea
2. Social Space
3. Exploratorium
4. Long Term Art Exhibition
5. Learning – Te Rangahau Curiosity Centre
6. Day-to-day Visitor Experiences

All other current work streams are classified as Business As Usual

## GOVERNANCE STATEMENTS

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

## SIGNATURES

This Statement of Intent was approved by the Te Manawa Museums Trust Board on:

Date: 28 February 2018



John Fowke, Chair, Te Manawa Museums Trust Board

### **Te Manawa Museums Trust – Board of Trustees’ composition:**

John Fowke	- Chair
Geoffrey Jameson	- Trustee
Nuwyne Te Awe Awe Mohi	- Trustee
Paul McElroy	- Trustee
Sheridan Hickey	- Trustee
Tyson Schmidt	- Trustee
Tracy Puklowski	- Trustee