



20<sup>th</sup> December 2023

OFFICE OF THE MAYOR  
Palmerston North City Council

**Caroline Tate**  
Chair  
Te Manawa Trust Board

cc Susanna Shadbolt

Dear Caroline

**Statement of Expectation for Te Manawa 1 July 2024 – 30 June 2025**

The Council values the important contribution Te Manawa is making to Council's vision of a city with Small city benefits, Big city ambition – He iti rā, he iti pounamu.

This Statement of Expectation provides direction to assist the Board in preparing its Statement of Intent (SOI) for the three years 2024-2027. It also clarifies Council's expectations on how Te Manawa and Council can work together for maximum community benefit.

**1. Strategic Direction**

As Palmerston North's Art Gallery, Museum and Science Centre, Te Manawa has an important role to play in helping Council reach its goals to achieve our 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
- Goal 5: A driven and enabling Council

These five goals are supported by five Strategies with several plans for each one. The Arts and Heritage Plan has been developed by Council to help us achieve Goal 2:

*A creative and exciting city -*

*He tāone whakaihiihi, tapatapahi ana*

A city that draws inspiration from the diversity within its culture and creates a vibrant urban environment that attracts creative and clever people, and nurtures creative talent.

Actions from the Arts and Heritage Plan to which Council believes Te Manawa could be contributing are included table in Section 2. Development of the Statement of Intent.

## 2. Development of the Statement of Intent

When developing Te Manawa's SOI, we expect that you will address the following:

Expectations	Comment for preparation of SOI 2024-2027
Contribute towards specific actions in the Arts Plan and align activities to Council's overall vision, goals and strategies.	Develop contributions to the actions in the Arts & Heritage and Events & Festivals chapters of the Creative and Exciting Strategy of the 2021-2031 10 Year Plan.
Focus on engaging local communities in relevant and meaningful learning experiences.	Continuing action.
Focus on developing and growing use of and access to collections.	Continuing action.
Focus on attracting visitation and third-party investment.	Continuing action.
Develop a thorough and evolving understanding of the community.	Continuing action.
Strategic partnerships.	Continue to work on stakeholder engagement. Activities should include: <ul style="list-style-type: none"><li>➤ applying the Strategic Relationship Strategy;</li><li>➤ maintaining a strong relationship with Rangitāne – through activity-based approaches;</li><li>➤ strengthening the partnership with the New Zealand Rugby Museum;</li><li>➤ working with Te Manawa's founding trusts to address shared objectives.</li></ul>
Develop performance measures that demonstrate performance (specific measures requested).	You have developed a strong set of performance measures linked to the relevant objectives. All performance measures have targets against them. Activities should include continuing to incorporate new measures for: <ul style="list-style-type: none"><li>➤ support for inclusive and diverse community events;</li><li>➤ support for whānau, hapu and iwi to create and deliver arts experiences;</li><li>➤ support for Rangitānenuiarawa<sup>1</sup>.</li><li>➤ contribution to environmental sustainability.</li></ul> (All from the Arts Chapter of 2021-2031 Arts and Heritage Plan).

<sup>1</sup> Rangitānenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe.

Outline approach to good governance practices, financial sustainability and environmental sustainability.	Include in governance practice comment on intention to reflect the diversity of Palmerston North in the membership of the Board (from the Arts Chapter of 2021-2031 Arts and Heritage Plan).
Outline approach to honouring and implementing Te Tiriti o Waitangi partnership	New Objective
Outline approach to engaging with and enabling participation by under- represented communities <sup>2</sup>	New Objective
There are inclusive, visible, fit-for-purpose and resilient cultural institutions and facilities. (from the Arts Chapter of 2021-2031 Arts and Heritage Plan).	SOI should commit to: <ul style="list-style-type: none"> <li>➤ identifying ongoing issues preventing the Art Gallery from hosting international touring exhibitions;</li> <li>➤ developing a proposal, including budget and timeline, to resolve these issues.</li> </ul>

### 3. Working together

One of the Council's priorities is to establish and manage an effective working relationship based on mutual respect and trust with its CCOs. This means more than regular reporting – it means two-way dialogue and working together to achieve shared outcomes.

To achieve these aims, the Council has the following expectations:

- Te Manawa will work in a collaborative manner with Council to ensure Te Manawa's policies and decisions represent the best interest of the Council and ultimately the community;
- There is to be ongoing engagement between Te Manawa and Council, both at a governance and operational level, to ensure that all parties are well-informed of each other's mandate and priorities. This may include engagement between Elected Members and the Trust, and between senior managers in both organisations;
- The Board is the most important monitor of Te Manawa's performance. The Council expects the Board to advise Council regularly of its performance, implications for future performance, and risks and opportunities faced by the organisation
- Te Manawa will adhere to a "no surprises" approach to communication;
- Publicly communicate Council decisions in a positive manner. Any concerns should be raised with Council officers;
- Te Manawa will participate in relevant network meetings including but not limited to the CCO bi-monthly meeting.

A "no surprises" approach is an expectation that Council will be fully informed on all matters that are likely to attract significant public interest, or which may require a Council response.

---

<sup>2</sup> Under – represented communities means - Māori, Pasifika, minority ethnic groups, former refugees, people with disabilities, children and young people, older people and Rainbow communities.



Equally, you will be notified of any Council actions or announcements that may affect Te Manawa before any public announcement is made. This no surprises approach applies to both parties.

#### **4. Responsibilities**

The Council expects that Te Manawa will:

- Achieve the objectives as determined through the Te Manawa Trust Deed and annual Statement of Intent;
- Align its strategy, business plan and activities to reflect the vision, goals and strategic objectives of the Council;
- Work in collaboration with other CCOs to implement the Council's Strategy;
- Strive to engage with and respond to the needs of customers and the wider public;
- Be sensitive to the demand for accountability and transparency required by its status as a public entity;
- Avoid duplication, ensure efficient allocation of public resources, and seek opportunities to collaborate with Council and other cultural CCOs;
- Employ prudent financial management as a basis for decision-making;
- Retain good visibility over operational decision-making and manage risks in a proactive manner;
- Provide clear and transparent information to Council and the public.

The responsibilities of Council are to:

- Fund and enhance the cultural Council Controlled Organisations to help make Palmerston North a creative and exciting city;
- Support CCOs to achieve the objectives of this plan and wider Council strategy;
- Provide clear direction to Te Manawa to inform their strategic and operational planning;
- Appoint members of Te Manawa in keeping with the Council's Appointment of Directors & Trustees Policy;
- Receive and approve the draft and final Statement of Intent;
- Monitor the Te Manawa's performance as informed through the presentation of six monthly and annual reports;
- Build and maintain a relationship of mutual respect and trust with;
- Respect that some information shared by Te Manawa may be commercially sensitive;
- Communicate in a positive manner about Te Manawa's successes.

#### **5. Accountability, monitoring and transparency**

Te Manawa is statutorily required to meet its obligations under Part 5 and Schedule 8 of the Local Government Act 2002 (LGA) including achieving the objectives of the Council, be a good employer, and exhibit a sense of social and environmental responsibility. The Act was amended with changes applicable from October 2019.

The public expects a high standard of accountability and transparency from Council and Council controlled organisations.

It is important to the Council that the people of Palmerston North know that they can attend at least one public board meeting each year, even if the majority will not choose to do so. The Council sees Te Manawa’s AGM as the ideal opportunity to do this and encourages Te Manawa to actively promote this to the public.


**6. Timeline of the next SOI**

We expect Te Manawa to submit the first draft SOI 2024–2027 to Council officers by 16 February 2024 to comply with the LGA. However, due to the compressed timeframe it is acknowledged that this may be a first draft only that is polished during March, possibly as a result of Officers seeking clarification. The timeline is below:

By 30 Jan 2024	Officers will meet with each CCO to discuss the expectations of Council for the SOIs, ensure understanding of what Council wants included, agree on a timeline for any additional plans and develop the non-financial performance measures.
On or before 16 February 2024	Draft SOI delivered to Council officers by CCOs.
27 March 2024	Draft SOIs presented to the Culture and Sport Committee.
By 1 May 2024	Committee recommended changes to the draft SOI sent to the Trust Board for consideration.
26 June 2024	Final Statement of Intent presented to the Culture and Sport Committee.

We look forward to working with Te Manawa Trust as collectively we continue to develop a model of service provision that ensures our community thrives socially, culturally, economically and environmentally. We thank the Board and staff of Te Manawa for their collaboration as we move ahead together.

Yours sincerely,



**Grant Smith | MAYOR | JP**  
Palmerston North City Council