

# **Te Manawa**

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**art science history** PALMERSTON NORTH

## **STATEMENT OF INTENT**

for

**TE MANAWA MUSEUMS  
TRUST**

**2016/17 – 2018/19**

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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.
	Civic Administration Building		
	The Square, Palmerston North		
<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>Second Contact:</b>	John Fowke
<b>Role in CCO:</b>	Chief Executive	<b>Role in CCO:</b>	Chairman
<b>Address</b>	Te Manawa Museums Trust	<b>Address:</b>	c/- Te Manawa Museums Trust
	Private Bag 11055		Private Bag 11055
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## INTRODUCTION

In a recent programme academic and art expert Justin Paton made the observation that ‘museums don’t come alive until we, the viewer, arrive’. He was talking about the large institutions Te Papa and the Tate Modern at the time but said that applied equally to smaller institutions as well.

Against that comment it is significant that Te Manawa is extending its reach out into the community as well as broadening its range of activities. Recent exhibitions have drawn on all of our collections and the participation of our societies and communities.

This keeps us fresh and relevant as well as providing interesting points of focus for visitors. Once we attract people into our spaces or to our outreach activities we have the opportunity to expose them to other facets of the collections that may inspire further exploration. So a person coming to ‘Dust Devils’ may walk past a piece of art and in doing so begin to have an interest sparked. That is one of the core strengths of Te Manawa, flowing from our combination of art, science, social history and the rich context of the precious Taonga that we hold on behalf of the people of the Manawatu.

This leads Te Manawa to be the leading regional museum in terms of visitor numbers but that combined with web visits and the touring exhibition exposure that Te Manawa achieves further expands these numbers. The touring exhibitions also help to promote our region as a whole as well as bringing in revenue to assist in developing further touring products. Te Manawa ranks well in terms of dollars spent per visitor when compared to its peers. We see ourselves working in concert with our Councils, Societies, Iwi and other partners and the other council controlled organisations and cultural institutions to able to lead and help coordinate growing the opportunities we have by coordinating all of our activities in a way that is unique to our region. To expand on and grow this opportunity we will be presenting a case to PNCC for an extension to our funding to assist in this task and deliver greater value. The business case is being developed and we will welcome an opportunity to present to councillors in due course.

Henry Kissinger was recently quoted as saying that ‘one needs to differentiate between information, knowledge and wisdom’ that in the internet era they get mixed up - the more time one has to spend to sift and absorb information the less time one has to acquire wisdom. Institutions such as Te Manawa are important to decode the raft of information we have access to, by applying science and art to create learning opportunities – opportunities to acquire true wisdom not simply amass facts (that may not be valid as in the case of Wiki).

There are more exciting exhibitions planned for the future. Te Manawa and the Manawatu will be seen to be leading by providing entertaining, informative and accurate learning opportunities in the coming years. In the art space we will be hosting the *Frida Kahlo – her photos* exhibition at its only New Zealand exposition. This Mexican artist is world renowned and once again the Mexican Ambassador will be attending the opening, further extending her friendship with Te Manawa and the Manawatu.

As always we are grateful for the support and encouragement we receive from PNCC and MDC, the Councillors and Officers, our Iwi, Societies, the Team at Te Manawa and all the communities that support and encourage our efforts.



John Fowke  
Chairman, Te Manawa Museums Trust

Feb 28<sup>th</sup> 2016

## OUR VISION

A museum without boundaries.



## MISSION

We will partner with communities, thought leaders, change makers and supporters, to inspire, broker and deepen connections between 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.

### Te Manawa will make a difference by:

- ▶ Connecting people with each other and unlocking the riches of our treasures and stories;
- ▶ Incubating ideas through collaboration and experimentation;
- ▶ Amplifying possibilities and potential, with and for our communities;
- ▶ Challenging boundaries, and responding proactively to change.



# OUR VALUES

## Kaitiakitanga

We are passionate about the Taonga/ 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 square, and be brave, daring and fearless in our thinking and actions.

## Open and inclusive

The principle of *TATOOU / WE* 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 sense of responsibility to our community 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 magic 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 STRATEGIC OBJECTIVES FOR 2016/17, 2017/18 and 2018/19

### 1. To maintain, clarify, expand and diversify partnerships and relationships

- Develop a Te Manawa partnership and relationship strategy and plan – including social, cultural, economic and environmental sectors
- Develop Te Manawa partnership and relationship protocols and processes
- Consolidate and increase the value of Te Manawa to the Palmerston North City Council and the wider region
- Consolidate and expand Rangitāne and other iwi partnerships and relationships across social, cultural, economic and environmental sectors
- Maintain and expand the value of Te Manawa to educational agencies and vice versa, including LEOTC (learning and education outside the classroom), Massey University, UCOL (Universal College of Learning), Wananga, Kura Kaupapa Maori, Schools, pre-school, etc.

### 2. To clarify, develop and promote the Te Manawa organisational model and the Te Manawa point of difference

- Clarify, develop and review the Te Manawa strategic framework
- Develop an environmental strategy and incorporate sustainable practices across all activities
- Ensure the Te Manawa story/ brand is strategic and clear and is effectively communicated and promoted

3. **To clarify and develop the Te Manawa programme offer and approach in response to better understanding communities**
  - Better understand the needs, preferences and values of communities
  - Develop a range of experience products (including exhibition, virtual, online, events, education etc) that ensure the focused and strategic use and activation of the Te Manawa collections
  - Review and replenish long-term galleries
  - Develop Te Manawa touring product (exhibitions, events and merchandise)
  - Increase access to the collections both physically and virtually
4. **To professionally manage and maintain all Te Manawa assets**
  - Ensure appropriate collection development, management and research standards are achieved and maintained
  - Develop the facilities in a way that optimises community connection, access, safety and use while meeting mandatory standards
  - Develop and manage Human Resource systems aligning and supporting the Te Manawa model and culture
5. **To consolidate and build the separate and collective capability of staff, governance and core stakeholders**
  - Build staff capability to deliver and build the value of the Te Manawa model
  - Enhance bicultural practices across all activities
  - Consolidate and build the value of Te Manawa to the kindred Societies and vice versa
  - Develop the Volunteer base
6. **To maintain, grow and diversify the revenue sources**
  - Develop and implement a fundraising strategy that secures ongoing funding for Te Manawa activities
  - Consolidate and grow income from current funders
  - Ensure fundraising and sponsor-partnership is integrated into operational planning and priorities
  - Maximise the value of Te Manawa generated revenue-producing projects and products
  - Ensure costs are effectively managed to ensure the high value use and minimal waste of resources

## **KEY ISSUES FOR 2016/17, 2017/18 and 2018/19**

Key issues for the planning period are:

- Maintaining levels of service
- Sourcing external revenue streams
- Initiating projects around earthquake strengthening

- Ensuring health and safety is a priority and that processes and systems reflect the new health and safety legislation

## KEY PERFORMANCE INDICATORS FOR 2016/17, 2017/18 and 2018/19

	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget
<b>Te Manawa Experience</b>				
Number of Visits to Te Manawa	168,000	170,000	172,000	174,000
Number of visits to Te Manawa exhibitions at other venues	100,000	100,000	100,000	100,000
On line engagement (website visits 5000 per month and social media reach 8000 per month)	156,000	158,000	160,000	162,000
<b>Total visits to Te Manawa experience</b>	<b>424,000</b>	<b>428,000</b>	<b>432,000</b>	<b>436,000</b>
<b>Financial</b>				
Third Party Revenue	\$655 K	\$546K	\$562k	\$563k
<b>Satisfaction</b>				
Visitor Satisfaction (Te Manawa surveys)		>96%		>98%
Community Satisfaction (PNCC Communitrak Survey) (undertaken biennially)		85%	-	85%



## PLANNED ACTIVITIES FOR 2016/17, 2017/18 and 2018/19

<b>1. To maintain, clarify, expand and diversify partnerships and relationships</b>			
<b>Planned activities</b>	<b>Outputs (KPIs)</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Develop a Te Manawa partnership and relationship strategy and plan – including social, cultural, economic and environmental sectors - and supporting protocols and processes	Annual review of relationships and partnerships undertaken	Relevant protocols and processes are reviewed to ensure fitness for purpose	Application for national partnership and relationship-based award prepared
Prioritised partnerships and relationships developed and progressed	1 new prioritised partnership developed  95% of external partners recognise benefit from their relationship with Te Manawa	1 new prioritised partnership developed  1 international partnership confirmed and 2 further options identified  95% of external partners recognise benefit from their relationship with Te Manawa	Review prioritised partnerships 1 national partnership becomes multi-year 1 new high value mid to long-term partnership developed 1 new national partnership developed 95% of external partners recognise benefit from their relationship with Te Manawa
Consolidate and increase the value of Te Manawa to Council and vice versa	Assess existing MOU against main KPIs and develop 1 additional MOU	Assess existing MOU against main KPIs	Assess existing MOU against main KPIs and develop 1 additional MOU
Consolidate and expand Rangitāne partnership and relationship across social, cultural, economic and environmental sectors	MOU in place with social and cultural development outcomes  1 major partnership project reviewed and 1 new project based on outcomes confirmed with Rangitāne	Review of relationship with Rangitāne, including SWOT and PESTEL analysis  Awards scoped and entry requirements considered against Te Manawa values and priorities	1 new project signed off by Rangitāne and planning underway  Award application prepared

<p>Facilitate partnerships with other Iwi / Māori across social, cultural, economic and environmental sectors</p>	<p>Review outcomes of 2015/16 with a focus on 'making a difference' with/for Māori communities</p> <p>Review existing and develop MOU with 1 additional Kaupapa Māori-based organisation to advance Kaupapa Māori-based Te Manawa outcomes</p>	<p>Undertake a research project to assess measurable impacts of Te Manawa activities on Māori</p>	<p>1 major strategy to increase Māori participation in/ with Te Manawa</p> <p>2 new partnerships with kaupapa Māori organisations prioritised and under development</p>
<p>Maintain and expand the value of Te Manawa to educational agencies and vice versa (including LEOTC, Massey University, UCOL, Wananga, Kura Kaupapa Maori, Schools, pre-school, etc)</p> <p>Contribute to connecting Te Manawa and Massey University to Palmerston North and wider region.</p>	<p>100% compliance with Ministry of Education LEOTC contractual agreement (with additional outputs reported in all key activities)</p> <p>Deliver 1 new educational project partnership to expand Te Manawa's learning outcomes</p> <p>Confirm revised Te Manawa portfolio/foci in relationship with evolving LEOTC options and/or evolving Te Manawa value proposition</p> <p>Work with Massey University to develop, preserve and present its products, research, stories and collections</p>	<p>100% compliance with Ministry of Education LEOTC contractual agreement (with additional outputs reported in all key activities)</p> <p>Apply for and secure a new LEOTC contract with Ministry of Education</p> <p>Assess against main KPIs, the newly implemented educational project to expand Te Manawa's learning outcomes</p> <p>Work with Massey University to develop, preserve and present its products, research, stories and collections</p>	<p>100% compliance with Ministry of Education LEOTC contractual agreement (with additional outputs reported in all key activities)</p> <p>Deliver 1 new educational project partnership to expand Te Manawa's learning outcomes</p> <p>Develop a significant product in conjunction with Massey University</p>

<b>2. To clarify, develop and promote the Te Manawa organisational model and the Te Manawa point of difference</b>			
<b>Planned activities</b>	<b>Outputs (KPIs)</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Develop an environmental strategy and incorporate sustainable practices across all activities	<p>1 partnership project with environmental sustainability party</p> <p>1 major initiative to improve Te Manawa environmental performance</p> <p>Awards scoped and entry requirements considered against Te Manawa values and priorities</p>	<p>1 major initiative to improve Te Manawa environmental performance</p> <p>Awards scoped and entry requirements considered against Te Manawa values and priorities</p>	<p>Review of initiatives to improve Te Manawa environmental performance and plan to increase value to Te Manawa</p> <p>Award application scoped and entry requirements considered against Te Manawa values and priorities</p>
Ensure the Te Manawa story/ brand is strategic and clear, and is effectively communicated and promoted	<p>The 'Te Manawa story' is featured on 3 front-page stories in the local print media, 2 national print media stories and 1 primetime TV story</p> <p>1 innovative online 'Te Manawa story' initiative is liked and/or followed by 3000 people</p>	<p>The 'Te Manawa story' is featured on 3 front-page stories in the local print media, 2 national print media stories and 1 primetime TV story</p> <p>1 innovative online 'Te Manawa story' initiative is liked and/or followed by 3,500 people</p>	<p>The 'Te Manawa story' is featured on international news</p> <p>1 innovative online 'Te Manawa story' initiative is liked and/or followed by 4,000 people</p>

<b>3. To clarify and develop the Te Manawa programme offer and approach in response to better understanding the communities</b>			
<b>Planned activities</b>	<b>Outputs (KPIs)</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Better understand the needs, preferences and values of communities	<p>Develop visitor market research strategy</p> <p>Partnership with a leading customer-service organisation supports Te Manawa staff development</p>	<p>Develop online membership and database strategy and plan</p> <p>Review learnings from partnership with a leading customer service organisation</p>	<p>Online membership and database plan implemented</p> <p>Partnership with a leading customer-service organisation supports Te Manawa team development</p>
Develop a range of experience products (including exhibition, virtual, online, events, education etc)	<p>Implement digital strategy</p> <p>A minimum of 20,000 visitors participate in activities during the year, and participation in two events attracting at least 3,500 visitors</p> <p>Develop new educational product</p> <p>Total formal education visits achieve 23,150</p>	<p>Online participation up15% on 16/17 level</p> <p>A minimum of 21,000 visitors participate in activities during the year, and participation in two events attracting at least 4,000 visitors</p> <p>International awards for 'making a difference' are scoped and entry requirements considered against Te Manawa values and priorities</p> <p>Review new educational products with user group and apply outcomes</p> <p>Total formal education visits achieve 24,300</p>	<p>Online participation up15% on 17/18 level</p> <p>A minimum of 22,000 visitors participate in activities during the year, and participation in two events attracting at least 4,500 visitors</p>
Review and replenish long-term galleries	<p>Concepts for long term galleries prepared</p> <p>Additional interactive activities installed in Kids TM</p>	<p>Redeveloped Te Rangī Whenua gallery installed</p> <p>Social space in art gallery installed</p>	Redevelop Manawatu Journeys
Increase access to the collections both physically and virtually	<p>A minimum of two (2) temporary exhibitions from Te Manawa collection are held to reflect the distinctive characteristics of our community and its collections</p> <p>Review of innovative interpretive engagement initiatives to identify best options for a signature Te Manawa approach</p>	<p>A minimum of two (2) temporary exhibitions from Te Manawa collection are held to reflect the distinctive characteristics of our community and its collections</p> <p>Develop Digital Strategy in relation to Te Manawa collections' availability on the public database</p>	<p>A minimum of two (2) temporary exhibitions from Te Manawa collection are held to reflect the distinctive characteristics of our community and its collections</p> <p>Develop Digital Strategy in relation to Te Manawa collections' availability on the public database</p>
Upgrade art gallery	Scope art gallery / cultural centre opportunities	Concept designs prepared and fundraising strategy developed	Fundraising strategy in place

<b>4. To professionally manage and maintain all Te Manawa assets</b>			
<b>Planned activities</b>	<b>Outputs (KPIs)</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Ensure appropriate collection development, management & research standards are achieved and maintained	<p>All items are acquired in accordance with Te Manawa policy and processes</p> <p>Quality of care and preservation of collections in Te Manawa's care demonstrated by no irreparable losses or damages caused as a result of handling by staff, and minimal (&lt; 5) cases of irreparable damage occurring as a result of public access</p>	<p>All items are acquired in accordance with Te Manawa policy and processes</p> <p>Quality of care and preservation of collections in Te Manawa's care demonstrated by no irreparable losses or damages caused as a result of handling by staff, and minimal (&lt; 5) cases of irreparable damage occurring as a result of public access</p>	<p>All items are acquired in accordance with Te Manawa policy and processes</p> <p>Quality of care and preservation of collections in Te Manawa's care demonstrated by no irreparable losses or damages caused as a result of handling by staff, and minimal (&lt; 5) cases of irreparable damage occurring as a result of public access</p>
Develop and manage the facilities in a way that optimises community connection, access, safety and use while meeting mandatory standards	Develop in conjunction with PNCC, a staged plan around seismic strengthening	Seismic strengthening	Seismic strengthening
Develop and manage Human Resource systems aligning with and supporting the Te Manawa model and culture	<p>All appropriate staff have annual Performance Reviews and agreed Development Plans for 2016/17 in place by 15 September 2016</p> <p>Annual workplace survey undertaken</p>	<p>All appropriate staff have annual Performance Reviews and agreed Development Plans for 2017/18 in place by 15 September 2017</p> <p>Annual workplace survey undertaken</p>	<p>All appropriate staff have annual Performance Reviews and agreed Development Plans for 2018/19 in place by 15 September 2018</p> <p>Annual workplace survey undertaken</p>

<b>5. To consolidate and build the separate and collective capability of staff, governance and core stakeholders</b>			
<b>Planned activities</b>	<b>Outputs (KPIs)</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Build staff capability to deliver and build the value of the new Te Manawa model	90% of development plans achieved	80% of development plans achieved	80% of development plans achieved
Enhance bicultural practices across all activities	All staff attend a bicultural training programme New staff attend bicultural development training and one other key training	All staff attend a bicultural training programme New staff attend bicultural development training and one other key training	All staff attend a bicultural training programme New staff attend bicultural development training and one other key training
Consolidate and build the value of Te Manawa to the Societies and vice versa	Ensure involvement by societies in at least one project	Ensure involvement by societies in at least one project	Ensure involvement by societies in at least one project
Develop the volunteer base	Review strategy and process for volunteer involvement at Te Manawa	Implement changes to strategy and process for volunteer involvement at Te Manawa	Increase volunteer base by 10% on previous year's actual

<b>6. To maintain, grow and diversify the revenue sources</b>			
<b>Planned activities</b>	<b>Outputs (KPIs)</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Develop and implement a fundraising strategy that secures ongoing funding for Te Manawa activities	Annual strategy, plan and budgets are developed by 1 <sup>st</sup> March 2017	Annual strategy, plan and budgets are developed by 1 <sup>st</sup> March 2018	Annual strategy, plan and budgets are developed by 1 <sup>st</sup> March 2019
Develop and implement Fundraising strategy	Fundraising strategy developed and implemented	Review fundraising strategy	Implement changes to fundraising strategy
Consolidate and grow income from current funders	Initiate funder partnership strategy to maximise relationship, awareness of value and potential to increase funding and/or deliver greater value	Initiate funder partnership strategy to maximise relationship, awareness of value and potential to increase funding and/or deliver greater value	Initiate funder partnership strategy to maximise relationship, awareness of value and potential to increase funding and/or deliver greater value
Ensure fundraising and sponsor-partnership is integrated into operational planning and priorities	1 sponsor of single project moved to being multiple project partnerships Sponsorship and Fundraising budgets are met Sponsorship and fundraising revenue is secured across a range of activities including exhibitions, events and capital expenditure.	1 sponsor of single projects moved to being multiple project partnerships Sponsorship and Fundraising budgets are met Sponsorship and fundraising revenue is secured across a range of activities including exhibitions, events and capital expenditure. One (1) new multiple year sponsorship agreement is signed	1 sponsor of single projects moved to being multiple project partnerships Sponsorship and Fundraising budgets are met Sponsorship and fundraising revenue is secured across a range of activities including exhibitions, events and capital expenditure. One (1) new multiple year sponsorship agreement is signed
Maximise the value of Te Manawa generated revenue-producing projects and products	Retail, Venue Hire and other Front of House charges including criteria for free-of-charge use reviewed to achieve 2% increase on 2015/16 budget Touring Exhibition revenue targets are met and exceed 2015/16 budget 2% increase in programme revenue from 2015/16 actual results	Retail, Venue Hire and other Front of House charges including criteria for free-of-charge use reviewed to achieve 2% increase on 16/17 budget Touring Exhibition revenue targets are met and exceed 2016/17 budget 2% increase in programme revenue from 2016/17 actual results.	Retail, Venue Hire and other Front of House charges including criteria for free-of-charge use reviewed to achieve 2% increase on 17/18 budget Touring Exhibition revenue targets are met and exceed 2017/18 budget 2% increase in programme revenue from 2017/18 actual results.
Ensure costs are effectively managed to ensure the high value use and minimal waste of resources	Create capacity to fund assets renewal / growth	Create capacity to fund assets renewal / growth	Create capacity to fund assets renewal / growth

## 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: 30 June 2016



John Fowke, Chairman, Te Manawa Museums Trust Board

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

John Fowke	- Chair
Geoffrey Jameson	- Trustee
Joseph Issac-Sharland	- Trustee
Nuwyne Te Awe Awe Mohi	- Trustee
Sheridan Hickey	- Trustee
Tyson Schmidt	- Trustee