MEMBERSHIP

Grant Smith (Mayor)
Tangi Utikere (Deputy Mayor)
Brent Barrett  Patrick Handcock ONZM
Susan Baty  Leonie Hapeta
Rachel Bowen  Lorna Johnson
Zulfiqar Butt  Billy Meehan
Vaughan Dennison  Karen Naylor
Renee Dingwall  Bruno Petrenas
Lew Findlay QSM  Aleisha Rutherford

Agenda items, if not attached, can be viewed at:

   pncc.govt.nz  |  Civic Administration Building, 32 The Square
   City Library  |  Ashhurst Community Library  |  Linton Library

Heather Shotter
Chief Executive, Palmerston North City Council
COUNCIL MEETING

18 December 2019

LATE ITEMS

REPORTS

2. Rangitāne Nominations for Committees
   Memorandum, presented by Hannah White, Democracy & Governance Manager.

3. Approval of Statements of Expectation for the Cultural Council Controlled Organisations
   Memorandum, presented by Joann Ransom, Community Development Manager.

2. Changes to Membership of Councillor Portfolios
   Memorandum, presented by Hannah White, Democracy & Governance Manager.
MEMORANDUM

TO: Council
MEETING DATE: 18 December 2019
TITLE: Rangitāne Nominations for Committees
PRESENTED BY: Hannah White, Democracy & Governance Manager
APPROVED BY: Sheryl Bryant, General Manager - Strategy & Planning

RECOMMENDATION(S) TO COUNCIL

1. That the nominations received from Rangitāne for representation be approved as follows:
   - Wiremu Te Awe Awe, Chris Whaiapu and Danielle Harris to the Rangitāne o Manawatū Committee;
   - Danielle Harris to the Community Development Committee;
   - Ruma Karaitiana to the Economic Development Committee; and
   - Chris Whaiapu to the Environmental Sustainability Committee.

1. ISSUE

In accordance with

(1) the Kawenata in Relation to Te Motu o Poutoa Agreement signed between Rangitāne o Manawatu and Palmerston North City Council, that three Rangitāne representatives be appointed to the Rangitāne o Manawatū Committee

and

(2) the resolution of Extraordinary Council meeting of 13 November, 147-19 10. “that a Rangitāne representative be on each of the Community Development, Economic Development and Environmental Sustainability Committees; such a representation to be nominated by Rangitāne and approved by the Council.”

nominations have been received from Rangitāne.
2. **BACKGROUND**

Nominations from Rangitāne were received on 5 December 2019 and are as follows:

- **Rangitāne o Manawatū Committee (3)** Wiremu Te Awe Awe
  - Chris Whaiapu
  - Danielle Harris

- **Community Development Committee (1)** Danielle Harris

- **Economic Development Committee (1)** Ruma Karaitiana

- **Environmental Sustainability Committee (1)** Chris Whaiapu

3. **NEXT STEPS**

Following the Council’s approval of the above nominations, an invitation will be extended to the Rangitāne representatives to join the respective committees from February 2020.

For the purpose of transparency, any external appointee will be asked to complete a declaration of assets and interests.

4. **COMPLIANCE AND ADMINISTRATION**

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<thead>
<tr>
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<td>Is there funding in the current Annual Plan for these actions?</td>
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The recommendations contribute to Goal 5: A Driven and Enabling Council

The recommendations contribute to the outcomes of the Driven and Enabling Council
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<tr>
<td>The recommendations contribute to the achievement of action/actions in Not Applicable</td>
</tr>
<tr>
<td>The action is: n/a</td>
</tr>
<tr>
<td>Contribution to strategic direction and to social, economic, environmental and cultural well-being</td>
</tr>
<tr>
<td>The provision of this advice will allow the Council to recognise and respect the Crown’s responsibility to take appropriate account of the Treaty of Waitangi and to improve opportunities for Rangitāne to partner in local government decision making processes.</td>
</tr>
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**ATTACHMENTS**

Nil
MEMORANDUM

TO: Council

MEETING DATE: 18 December 2019

TITLE: Approval of Statements of Expectation for the Cultural Council Controlled Organisations

PRESENTED BY: Joann Ransom, Community Development Manager

APPROVED BY: Sandra King, Acting General Manager Community

RECOMMENDATION(S) TO COUNCIL

1. That the Statements of Expectation for Globe Theatre Trust Board, Caccia Birch Trust Board, Regent Theatre Trust Board and Te Manawa Museums Trust Board be approved.

1. ISSUE

This memorandum seeks approval of the attached Statements of Expectation (SOE) for the four cultural Council-Controlled Organisations (CCO). SOEs are the mechanism that Council uses to specify what content Council wants to see addressed in the Draft SOIs.

2. BACKGROUND

At a meeting of the Arts, Culture and Heritage Committee on the 9th September 2019 Councillors received the Final Statements of Intent for 2019-2022 from the four CCOs: Regent Theatre, Globe Theatre, Te Manawa and Caccia Birch.

At that meeting Council resolved that the s17a reviews for the CCOs were concluded with the status quo remaining. It also resolved:

“That the Chief Executive provide an opportunity for Elected Members to discuss requirements to be included in Letters of Expectation before they are brought to Council for authorisation.”

The Local Government Act 2002, Amendment Act 2019 came into effect on the 22nd October 2019. Letters of Expectations have been replaced with Statements of Expectation (SOE) under s64b. S64a means that Council may also now require additional thematic plans, in addition to the Statement of Intent, which may include long term plans or climate change mitigation plans.
3. **WORKSHOP**

Councillors attended a workshop on the 04/12/2019 to discuss requirements to be included in the SOEs before they are brought to Council for authorisation (this document). The workshop covered the following:

- where the CCOs sit within Council’s strategic framework and plans,
- the purpose of each CCO and how that is supported by the purpose statements in the constitutions of each CCO,
- the issues to be addressed by the CCOs in their SOIs.

This work was used in the development of the draft SOEs which are attached for Council’s approval.

4. **NEXT STEPS**

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5. **COMPLIANCE AND ADMINISTRATION**

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Is there funding in the current Annual Plan for these actions? | Yes
---|---
Are the recommendations inconsistent with any of Council’s policies or plans? | No

The recommendations contribute to Goal 2: A Creative and Exciting City

The recommendations contribute to the outcomes of the Creative and Liveable Strategy.

The recommendations contribute to the achievement of action/actions in the Arts Plan

The action is: Council funds and enhances the cultural Council Controlled Organisations to help make Palmerston North a creative and exciting city.

| Contribution to strategic direction and to social, economic, environmental and cultural well-being | In funding and supporting the cultural CCOs Council is enabling resilient cultural institutions and facilities that ensure visible arts, heritage and activities that contribute to Palmerston North being a creative and interesting place. |

**ATTACHMENTS**

Maxine Dale
Chair
The Globe Theatre Trust

Dear Maxine,

Statement of Expectation for The Globe Theatre Trust
1st July 2020 – 30th June 2023

The Council values the important contribution The Globe Theatre Trust is making to Council’s vision of a city with Small City Benefits, Big City Ambition.

This Statement of Expectation provides direction to assist the Board in preparing its Statement of Intent for the three years 2020-2023. It also clarifies Council’s expectations on how The Globe Theatre Trust and Council can work together for maximum community benefit.

1. Strategic Direction
As Palmerston North’s community theatre venue you have an important role to play in helping Council reach its goals to achieving 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 a number of plans for each one.

The Arts Plan has been developed by Council to help us achieve Goal 2:

“To develop the City into an arts powerhouse with a national reputation for creativity and the arts.”

Specific Actions from the Arts Plan to which Council believes The Globe Theatre Trust could be making a contribution are:

- Support, profile and celebrate opportunities for young people to create and present their own creative experiences.
- Create and foster existing and new pathways that nurture new, developing and emerging artists and art forms and promote opportunities for people to participate in arts and cultural experiences in Palmerston North.
- Encourage and foster experimentation and arts activities that cross boundaries, increase cultural diversity, and make the arts more visible throughout the city area.
ITEM 3 - ATTACHMENT 1

(Toi Māori, Pacific, Asian, people with disability, LGBTQI, and other cultural and community groups).

- Facilitate a coordinated approach to management and marketing of arts events.
- Facilitate the development of creative talent by promoting co-operation, collaboration, sharing of ideas, networks, and mentorship of others.
- Provide a platform(s) to advertise or make more visible arts events and activities in the city.

Council is also interested in how The Globe Theatre Trust is aligning its activities in general to Council’s overall vision, goals and strategies.

2. Purpose
Council expects The Globe Theatre Trust to:

- remain an affordable venue for hire;
- support theatre talent development - onstage and off;
- encourage diversity and the celebration of diverse communities.

Council has reviewed the purpose statement in the The Globe Theatre Trust’s constitution and believes it is still relevant:

“The purposes of the Trust are as follows:

To control, promote, enhance and maintain the Globe Theatre so that it may be utilised and enjoyed by the inhabitants of the Manawatu area including:

i. Securing the future of the Globe Theatre;
ii. Preparing in consultation with the Council a Strategic Plan and Annual Plan for attaining the purposes,
iii. Acknowledging the Globe Theatre as the home of the Manawatu Theatre Society Inc.
iv. Ensuring the Globe remains accessible to the community (both physically and financially),
v. Fostering a sense of community by engaging youth, assisting amateurs, and promoting participation.”

3. Accountability, monitoring and transparency
The Globe is statutorily required to meet its obligations under Part 5 and Schedule 8 of the Local Government Act 2002, Amendment Act 2019 (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 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 The Globe Theatre Trust’s AGM as the ideal opportunity to do this and encourage The Globe Theatre Trust to actively promote this to the public.

4. Development of the Statement of Intent

In the development of The Globe Theatre Trust’s SOI, we expect that you will:

- use the SOI template provided by Council officers to produce a tightly written document that includes all the core components required as per the LGA;
- develop 4-6 high-quality performance measures with officers which demonstrate The Globe Theatre Trust’s performance against key activities that contribute to Council’s strategic outcomes;

Additionally, Council would like an indication of how you intend to address the following issues:

- good governance practices,
- financial sustainability,
- environmental sustainability,

The LGA 2019 amendment enables Council to request additional plans. Council would like to see the following developed:

- A Business Plan to achieve your objectives that addresses:
  - stakeholder relationships, partnerships and collaboration,
  - marketing and promotion,
  - organisational structure.
- A high level 10 year plan to feed into Council’s Long term Plan which is being developed during 2019/2020:
  - aspirational growth
  - operating budgets
  - capital budgets – for new items as well as maintenance).

The Business and 10 Year Plans could be either attached to the SOI or you could attach an outline of how and when such a plan, or components of the plan, would be prepared. Council recognises that these may be new documents and encourage you to work with officers to ensure you get the support and information you need.

5. Timeline of the next SOI

We expect The Globe Theatre Trust to submit the first draft SOI 2019–2022 to Council by 1st March 2020 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:
ITEM 3 - ATTACHMENT 1

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                                          • Draft SOIs presented to Council in April / May,  
                                          • Officers meet with CCOs to discuss any comments and requested revisions to the Draft SOI. |
| By 30 June 2020       | Final Statement of Intent delivered to Council                                                                                             |

6. Council contacts
The following Council contacts are provided to ensure a timely response can be provided to the Board and/or Management.

   Joann Ransom, Community Development Manager.  
   Joann.Ransom@pncc.govt.nz  
   021 828 234

Yours Sincerely,

Grant Smith  
Mayor
Appendix 1  Responsibilities

The Council expects that The Globe Theatre Trust will:

- Achieve the objectives as determined through the Globe Theatre 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, and an arts powerhouse;
- Support CCOs to achieve the objectives of this plan and wider Council strategy;
- Provide clear direction to the Globe to inform their strategic and operational planning;
- Appoint members of the Globe Theatre Trust in keeping with the Council’s Appointment of Directors & Trustees Policy;
- Receive and approve the draft and final Statement of Intent;
- Monitor the Globe’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 the Globe may be commercially sensitive;
- Communicate in a positive manner about the Globe’s successes.
Appendix 2  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:

- The Globe will work in a collaborative manner with Council to ensure The Globe’s policies and decisions represent the best interest of the Council and ultimately the ratepayers;
- There is to be ongoing engagement between The Globe 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 The Globe’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;
- The Globe will adhere to a “no surprises” approach to communication;
- The Globe will participate in relevant network meetings including but not limited to the Arts Powerhouse Advisory Group and 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. Equally, you will be notified of any Council actions or announcements that may affect the Globe before any public announcement is made. This no surprises approach applies to both parties.
19/12/2019

David Lea
Chair
The Regent Theatre Trust

Dear David,

Statement of Expectation for The Regent Theatre Trust
1st July 2020 – 30th June 2023

The Council values the important contribution The Regent Theatre Trust is making to Council’s vision of a city with Small City Benefits, Big City Ambition.

This Statement of Expectation provides direction to assist the Board in preparing its Statement of Intent for the three years 2020-2023. It also clarifies Council’s expectations on how The Regent Theatre Trust and Council can work together for maximum community benefit.

1. Strategic Direction

As Palmerston North’s premier theatre venue you have an important role to play in helping Council reach its goals to achieving 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 a number of plans for each one.

The Arts Plan has been developed by Council to help us achieve Goal 2:

“To develop the City into an arts powerhouse with a national reputation for creativity and the arts.”

Specific Actions from the Arts Plan to which Council believes The Globe Theatre Trust could be making a contribution are:

- Support, profile and celebrate opportunities for young people to create and present their own creative experiences.
- Create and foster existing and new pathways that nurture new, developing and emerging artists and art forms and promote opportunities for people to participate in arts and cultural experiences in Palmerston North.
- Encourage and foster experimentation and arts activities that cross boundaries, increase cultural diversity, and make the arts more visible throughout the city area (Toi Māori, Pacific, Asian, people with disability, LGBTIQI, and other cultural and community groups).
- Facilitate a coordinated approach to management and marketing of arts events.
- Facilitate the development of creative talent by promoting co-operation, collaboration, sharing of ideas, networks, and mentorship of others.
- Provide a platform(s) to advertise or make more visible arts events and activities in the city.

The Regent Theatre Trust also has a contribution to make to the Culture and Heritage Plan; specific Actions are:

- Make use of, and invest in, Heritage Buildings to provide Council and community facilities.
- Investigate opportunities to develop and add value to Council heritage buildings and sites.

Council is also interested in how The Globe Theatre Trust is aligning its activities in general to Council’s overall vision, goals and strategies.

2. Purpose
Council expects The Regent Theatre Trust to:

- Be Palmerston’s premier theatre attracting regional and national audiences to visit Palmerston North;
- Host a good quality range of events attracting diverse audiences;
- Deliver an increase in audience size and performance nights;
- Protect and futureproof this heritage building.

Council has reviewed the purpose statement in the The Regent Theatre Trust’s constitution and believes the constitution needs to be updated. The existing purpose statement is:

“The purposes of the Trust are as follows:

To control, develop, promote, enhance and maintain The Regent Theatre so that it may be utilised and enjoyed by the inhabitants of the Manawatū area including:

i. Securing the future of the Regent Theatre,

ii. Preparing in consultation with Council a three year Strategic Plan and an Annual Plan for attaining the purposes.”

We look forward to agreeing with The Regent the revised purpose.
3. Accountability, monitoring and transparency

The Regent Theatre Trust is statutorily required to meet its obligations under Part 5 and Schedule 8 of the Local Government Act 2002, Amendment Act 2019 (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 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 The Regent Theatre Trust’s AGM as the ideal opportunity to do this and encourage The Regent Theatre Trust to actively promote this to the public.

4. Development of the Statement of Intent

In the development of The Regent Theatre Trust’s SOI, we expect that you will:

- use the SOI template provided by Council officers to produce a tightly written document that includes all the core components required as per the LGA;
- 4-6 high-quality performance measures with officers which demonstrate The Regent Theatre Trust’s performance against key activities that contribute to Council’s strategic outcomes;

Additionally, Council would like an indication of how you intend to address the following issues:

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The LGA 2019 amendment enables Council to request additional plans. Council would like to see the following developed:

- A Business Plan to achieve your objectives that addresses:
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The Business and 10 Year Plans could be either attached to the SOI or you could attach an outline of how and when such a plan, or components of the plan, would be prepared. Council recognises that these may be new documents and encourage you to work with officers to ensure you get the support and information you need.

5. Timeline of the next SOI
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Joann Ransom, Community Development Manager.  
Joann.Ransom@pncc.govt.nz

Yours Sincerely,

Grant Smith  
Mayor
Appendix 1  Responsibilities

The Council expects that The Regent will:

- Achieve the objectives as determined through the Regent Theatre 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, and an arts powerhouse;
- Support CCOs to achieve the objectives of this plan and wider Council strategy;
- Provide clear direction to the Regent to inform their strategic and operational planning;
- Appoint members of the Regent Theatre Trust in keeping with the Council’s Appointment of Directors & Trustees Policy;
- Receive and approve the draft and final Statement of Intent;
- Monitor the Regent’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 the Regent may be commercially sensitive;
- Communicate in a positive manner about the Regent’s successes.
Appendix 2  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:

- The Regent will work in a collaborative manner with Council to ensure The Regent’s policies and decisions represent the best interest of the Council and ultimately the ratepayers;
- There is to be ongoing engagement between The Regent 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 The Regent’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;
- The Regent will adhere to a “no surprises” approach to communication;
- The Regent will participate in relevant network meetings including but not limited to the Arts Powerhouse Advisory Group and 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. Equally, you will be notified of any Council actions or announcements that may affect the Regent before any public announcement is made. This no surprises approach applies to both parties.
Grant O’Donnell  
Chair  
Caccia Birch Trust

Dear Grant,

Statement of Expectation for Caccia Birch Trust  
1st July 2020 – 30th June 2023

The Council values the important contribution Caccia Birch Trust is making to Council’s vision of a city with Small City Benefits, Big City Ambition.

This Statement of Expectation provides direction to assist the Board in preparing its Statement of Intent for the three years 2020-2023. It also clarifies Council’s expectations on how Caccia Birch Trust and Council can work together for maximum community benefit.

1. Strategic Direction

As one of Palmerston North’s most significant heritage buildings you have an important role to play in helping Council reach its goals to achieving 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 a number of plans for each one.

The Culture and Heritage Plan has been developed by Council to help us achieve Goal 2:

“To celebrate the city’s history and diversity, and build on the strength of being a city of many cultures and languages.”

Specific Actions from the Culture and Heritage Plan to which Council believes Caccia Birch Trust could be making a contribution are:

- Make use of, and invest in, Heritage Buildings to provide Council and community facilities.
- Investigate opportunities to develop and add value to Council heritage buildings and sites.
- Provide facilities to enable the ongoing collection of, and access to, local history.
Council is also interested in how Caccia Birch Trust is aligning its activities in general to Council’s overall vision, goals and strategies.

2. Purpose

Council expects Caccia Birch Trust to:

- Maintain and enhance the heritage focus of the building and gardens,
- Be a viable commercial venue.

Council has reviewed the purpose statement in the Caccia Birch Trust’s constitution and believes the constitution needs to be updated to include more of an emphasis on commercial viability. The existing purpose statement is:

“The objectives of the Trust are as follows:

- To develop, promote, enhance and maintain the land and buildings described in the schedule hereto known as Caccia Birch House, in recognition of the Heritage status of the building, so that it may be utilised and enjoyed by the community.
- To commence, carry on, promote, undertake and encourage all such projects, fundraising campaigns, garden parties, fairs, lotteries, plans, clubs, organisations, matters or things of any other kind whatsoever that the Trustees may decide as necessary or desirable for the purpose of achieving or promoting any of the objects or purposes herein specified.
- To undertake, promote, support and encourage other charitable works within New Zealand as the Trustees shall from time to time approve.
- To complete and keep a good and true record of all donors and donations to the Trust Fund.
- To adopt such means of making known the activities and objects of the Board and facilities, displays, exhibitions, concerts and courses of tuition under its sponsorship as may seem expedient, and in particular by advertising in the press, by circulars, by publication of books, periodicals and pamphlets or any other form of literature or materials for the promotions of the Board’s objects.”

3. Accountability, monitoring and transparency

The Caccia Birch Trust Board is statutorily required to meet its obligations under Part 5 and Schedule 8 of the Local Government Act 2002, Amendment Act 2019 (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 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 Caccia Birch Trust’s AGM as the ideal opportunity to do this and encourage Caccia Birch Trust to actively promote this to the public.

4. Development of the Statement of Intent

In the development of Caccia Birch Trust’s SOI, we expect that you will:

- use the SOI template provided by Council officers to produce a tightly written document that includes all the core components required as per the LGA;
- 4-6 high-quality performance measures with officers which demonstrate Caccia Birch Trust’s performance against key activities that contribute to Council’s strategic outcomes;

Additionally, Council would like an indication of how you intend to address the following issues:

- good governance practices,
- financial sustainability,
- environmental sustainability,

The LGA 2019 amendment enables Council to request additional plans. Council would like to see the following developed:

- A Business Plan to achieve your objectives that addresses:
  - stakeholder relationships, partnerships and collaboration,
  - marketing and promotion,
  - organisational structure.
- A high level 10 year plan to feed into Council’s Long term Plan which is being developed during 2019/2020:
  - aspirational growth
  - operating budgets
  - capital budgets – for new items as well as maintenance.

The Business and 10 Year Plans could be either attached to the SOI or you could attach an outline of how and when such a plan, or components of the plan, would be prepared.

Council recognises that these may be new documents and encourage you to work with officers to ensure you get the support and information you need.

5. Timeline of the next SOI

We expect Caccia Birch Trust to submit the first draft SOI 2019–2022 to Council by 1st March 2020 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:

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>By 20 Dec 2019</td>
<td>Statement of Expectation letters sent to the CCOs.</td>
</tr>
<tr>
<td>By 30 Jan 2019</td>
<td>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 the additional plans and develop the non-financial performance measures.</td>
</tr>
<tr>
<td>On or before the 1st March 2020</td>
<td>Draft SOI delivered to Council by CCOs.</td>
</tr>
<tr>
<td>March and April - by the 1st May 2020</td>
<td>Officers give feedback to CCOs seeking clarification and suggesting amendments if required,</td>
</tr>
<tr>
<td></td>
<td>• Draft SOIs presented to Council in April / May,</td>
</tr>
<tr>
<td></td>
<td>• Officers meet with CCOs to discuss any comments and requested revisions to the Draft SOI.</td>
</tr>
<tr>
<td>By 30 June 2020</td>
<td>Final Statement of Intent delivered to Council</td>
</tr>
</tbody>
</table>

6. **Council contacts**

The following Council contacts are provided to ensure a timely response can be provided to the Board and/or Management:

Joann Ransom, Community Development Manager.
Joann.Ransom@pncc.govt.nz
021 828 234

Yours Sincerely,

Grant Smith
Mayor
Appendix 1  Responsibilities

The Council expects that Caccia Birch will:

- Achieve the objectives as determined through the Caccia Birch 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, and an arts powerhouse;
- Support CCOs to achieve the objectives of this plan and wider Council strategy;
- Provide clear direction to Caccia Birch to inform their strategic and operational planning;
- Appoint members of Caccia Birch Trust in keeping with the Council’s Appointment of Directors & Trustees Policy;
- Receive and approve the draft and final Statement of Intent;
- Monitor Caccia Birch’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 Caccia Birch may be commercially sensitive;
- Communicate in a positive manner about Caccia Birch’s successes.
Appendix 2  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:

- Caccia Birch will work in a collaborative manner with Council to ensure Caccia Birch’s policies and decisions represent the best interest of the Council and ultimately the ratepayers;
- There is to be ongoing engagement between Caccia Birch 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 Caccia Birch’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;
- Caccia Birch will adhere to a “no surprises” approach to communication;
- Caccia Birch 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. Equally, you will be notified of any Council actions or announcements that may affect Caccia Birch before any public announcement is made. This no surprises approach applies to both parties.
19/12/2019

John Fowke  
Chair  
Te Manawa Trust Board

Dear John,

Statement of Expectation for Te Manawa Trust Board  
1st July 2020 – 30th June 2023

The purpose of this Statement of Expectation is to provide Te Manawa with the Council’s focus and priorities for delivery, against a clearly expressed and legitimate purpose. The letter follows on from, and is framed in light of, the TM2025 Business Case which highlighted a number of significant issues. In the interests of maintaining the Council’s trust in and support for Te Manawa, we expect these to be addressed in a prioritised and timely manner.

Noting that Te Manawa is currently without a cogent statement of purpose, the expectation is that for 2020/21 Te Manawa focuses on ‘significantly growing levels of learning and engagement, social cohesion and wellbeing, regional pride and national reputation – in ways which result in measurable increases in social, cultural, economic, environmental value for the region’. When impacts are beyond the Manawatu, there must be a causal link of the outcomes or benefits back to the Manawatu region based on the core functions and measures of success outlined below. There is an expectation that Te Manawa will use this letter to guide the development of the Statement of Intent for 2020/21. As part of that it is an expectation that Te Manawa will respond in a prioritised and strategic manner to the significant issues raised in the TM2025 Business Case report. This will include developing a revised statement of purpose for the next period. We look forward to agreeing with Te Manawa the revised purpose.

Taking a leadership position and building strategic relationships in the Manawatu region, and beyond, is fundamental for Te Manawa to be effective. Te Manawa should be relationship-driven at all levels. From the Council’s perspective, as a first principle, this means Te Manawa develops a thorough and evolving understanding of the community – who they are and their values, expectations and preferences. This should also extend to targeted audiences and communities beyond the region, where engagement by these customers will support positive outcomes for the organisation and the region. Based on this, it is expected that Te Manawa will work with the Council and strategic partner organisations to understand their priorities...
and strengths, and how Te Manawa might add value to the relationship (and vice versa) to achieve better outcomes for the region.

Te Manawa formalising these relationships is important to us as Council, to ensure that in return for investment we achieve cohesive, more-than-the-sum-of-the-parts outcomes in the region, in terms of the social, cultural, economic and environmental value of services provided. We would like this to be driven by Te Manawa through mutually agreed partnership agreements or similar, to ensure everyone is on the same page and to provide the basis for a consistent and collective approach with measurable outcomes. We would like this strategic relationship agreement process to be concluded by 30 September 2020.

Strategic partners we have identified include Palmerston North City Council, Manawatu District Council, Iwi, Massey University, UCOL, and New Zealand Rugby Museum. We look forward to agreeing with Te Manawa the list of strategic partners noting here may be opportunities for Te Manawa to leverage existing strategic relationships entered into by stakeholders. In relationship to partnerships with Iwi, wherever possible Te Manawa should endeavour to combine with other agencies on joint agreements, to both increase the value and limit the resourcing requirements for all parties.

We understand that to be effective, Te Manawa must be able to focus on key outcomes within a well-defined mandate. We also recognise that in the current period, following the outcome of the TM2025 Business Case and Review, there is a responsibility on behalf of the Council to ensure there is ongoing transparent and effective communication with Te Manawa, as the expectations are agreed and progress is monitored. As part of this and as outlined below, we look forward to agreeing the basis on which Council’s representatives attend quarterly Te Manawa Board meetings and Te Manawa’s CE and/or senior staff participate within Council’s leadership conversations with a view to maintaining an optimum alignment with Council’s strategic objectives.

Te Manawa will have our support with stakeholders in reinforcing the focus on key agreed functions and outcomes. This means Te Manawa focusing on the delivery of its core functions of:

- Engaging local communities in learning experiences that are relevant and meaningful to their wellbeing, values, aspirations, needs and preferences.
- Developing (including rationalising as appropriate), and growing the use of and access to, collections of tāonga, artworks, artefacts, as defined by its policies.
- Attracting visitation from beyond the region, and third-party investment, in a way that increases Te Manawa’s sustained viability and adds positively to the city’s liveability, sense of place and local pride and national reputation.

Action plans to deliver on these core functions should identify KPIs based on clear intervention logic.

In developing these plans, it is expected that Te Manawa will take an appropriate level of cognisance of the region’s strengths (including research/agri-food, health, environmental, visitor, education, digital and technology and a growing Māori economy), working with key stakeholders in these sectors to explore the potential of strategic partnerships.

Te Manawa’s success will be measured as follows by the Council:

- Increases in visitation and use (onsite - and offsite/online, if delivering meaningful/measurable impacts and outcomes)
- Increases in third party funding
- Improved community and customer awareness of, and likelihood to positively endorse, Te Manawa to others
- Improved wellbeing, as measured by levels of social connection, participation and engagement
- Strength of relationships with strategic partners
- Sustainable organisational viability, leveraging increased added value against Councils’ base funding
- Increased visitor spend, as a direct result of Te Manawa (solo of partnership) initiatives

The Council recognises that some of these measures are not wholly under Te Manawa’s control, however, they are indicative of the health of the organisation, and its impacts on the wider community. With all strategic partners working together, we can make a collective difference.

Please note that any significant changes or issues beyond Te Manawa’s control will be taken into account when measuring Te Manawa’s performance.

The Council requires Te Manawa to provide an activity-based budget so the Council can effectively communicate levels of service and value for money to their ratepayers. Understanding the strategic drivers of the Councils and aligning core function activity to these drivers is critical to the partnership between Council and Te Manawa. Therefore, it is expected that Te Manawa will engage with the Council in the development of their strategies and plans. It is also expected there will be consultation with other strategic partners.
The Council is obliged to ensure that our services are delivered effectively and efficiently. This expectation extends to Te Manawa, and thus there is an expectation of effective leadership (with defined KPIs) and a robust and strategic approach to assessing and prioritising investment at all times. There are many opportunities where shared resourcing, expertise and services should be explored and we would like to discuss these opportunities from both a short-term and long-term perspective.

To ensure the Council and Te Manawa are on the same page, the focus, scope of activity, and priorities will be set through the Statement of Intent, and delivery managed through a business plan. The Council expects a business plan to be provided to the relevant Council General Manager by 1 August 2020.

To maintain the partnership between Te Manawa and the Council we would like a quarterly slot on your Board agenda where we can attend to further build relationships and understanding between us.

We look forward to working with Te Manawa 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 openness to new approaches as we move ahead together.

Yours sincerely,

Grant Smith
Mayor
MEMORANDUM

TO: Council

MEETING DATE: 18 December 2019

TITLE: Changes to Membership of Councillor Portfolios

PRESENTED BY: Hannah White, Democracy & Governance Manager

APPROVED BY: Sheryl Bryant, General Manager - Strategy & Planning

RECOMMENDATION(S) TO COUNCIL

1. That Council approves the updated recommendations for Councillor Portfolios as listed in the report to the Council entitled Changes to Membership of Councillor Portfolios dated 18 December 2019. Changes being:

   • For the People & Community Portfolio – remove Councillor Naylor
   • For the Health & Wellbeing Portfolio – add Councillor Naylor
   • For the Education & Students Portfolio – add Councillor Hapeta

1. ISSUE

In the Memorandum to the Council entitled Committee Structures, Councillor Portfolios, and Appointments to Bodies for the extraordinary Council meeting dated 13 November 2019 the following Portfolio Councillors were agreed:

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Councillors</th>
</tr>
</thead>
<tbody>
<tr>
<td>People &amp; Community</td>
<td>Councillor Johnson (Lead); supported by Councillors Bowen, Butt, Dingwall, Findlay, Handcock, Meehan, Naylor, and Rutherford</td>
</tr>
<tr>
<td>Health &amp; Wellbeing</td>
<td>Councillor Meehan (Lead) supported by Councillors Bowen, Hapeta, and Petrenas</td>
</tr>
<tr>
<td>Neighbourhoods, Villages &amp; Rural</td>
<td>Councillor Petrenas (Lead) supported by Councillors Dennison, Handcock, Meehan, and Rutherford</td>
</tr>
<tr>
<td>Safe City</td>
<td>Councillor Handcock (Lead) supported by Councillors Barrett and Dennison</td>
</tr>
<tr>
<td>Education &amp; Students</td>
<td>Councillor Bowen (Lead) supported by Councillors Butt and Naylor</td>
</tr>
</tbody>
</table>
After consultation the following amendments are recommended:

For People & Community

Remove Councillor Naylor

For Health & Wellbeing

Add Councillor Naylor

For Education & Students

Add Councillor Hapeta

2. If approved the changes to the memo previously approved on 18 December 2019 will be:

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Councillors</th>
</tr>
</thead>
<tbody>
<tr>
<td>People &amp; Community</td>
<td>Councillor Johnson (Lead); supported by Councillors Bowen, Butt, Dingwall, Findlay, Handcock, Meehan, <strong>Naylor</strong> and Rutherford</td>
</tr>
<tr>
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<td>Councillor Meehan (Lead) supported by Councillors Bowen, Hapeta, <strong>Naylor</strong>, and Petrenas</td>
</tr>
<tr>
<td>Education &amp; Students</td>
<td>Councillor Bowen (Lead) supported by Councillors Butt, <strong>Hapeta</strong> and Naylor</td>
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</tbody>
</table>
### COMPLIANCE AND ADMINISTRATION

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the Council have delegated authority to decide?</td>
<td>Yes</td>
</tr>
<tr>
<td>If Yes quote relevant clause(s) from Delegations Manual &lt;Enter text&gt;</td>
<td></td>
</tr>
<tr>
<td>Are the decisions significant?</td>
<td>No</td>
</tr>
<tr>
<td>If they are significant do they affect land or a body of water?</td>
<td>No</td>
</tr>
<tr>
<td>Can this decision only be made through a 10 Year Plan?</td>
<td>No</td>
</tr>
<tr>
<td>Does this decision require consultation through the Special Consultative procedure?</td>
<td>No</td>
</tr>
<tr>
<td>Is there funding in the current Annual Plan for these actions?</td>
<td>No</td>
</tr>
<tr>
<td>Are the recommendations inconsistent with any of Council’s policies or plans?</td>
<td>No</td>
</tr>
<tr>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>The recommendations contribute to Goal 5: A Driven and Enabling Council</td>
<td></td>
</tr>
<tr>
<td>The recommendations contribute to the outcomes of the Driven and Enabling Council Strategy</td>
<td></td>
</tr>
<tr>
<td>The recommendations contribute to the achievement of action/actions in Not Applicable</td>
<td></td>
</tr>
<tr>
<td>Contribution to strategic direction and to social, economic, environmental and cultural well-being</td>
<td>The provision of this advice allows Council to better harness areas of expertise held by Elected Members, to inform decision-making and community engagement.</td>
</tr>
</tbody>
</table>

### ATTACHMENTS

Nil