



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

CULTURE & SPORT COMMITTEE

1:00 PM, WEDNESDAY 7 FEBRUARY 2024

COUNCIL CHAMBER, FIRST FLOOR
CIVIC ADMINISTRATION BUILDING
32 THE SQUARE, PALMERSTON NORTH

MEMBERS

Rachel Bowen (Chair)
Billy Meehan (Deputy Chair)
Grant Smith (The Mayor)

Mark Arnott
Vaughan Dennison
Lev Findlay (QSM)
Roly Fitzgerald
Patrick Handcock
(ONZM)

Leonie Hapeta
Debi Marshall-Lobb
William Wood
Kaydee Zabelin

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

Te Marae o Hine | 32 The Square
Private Bag 11034 | Palmerston North 4442 | New Zealand
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CULTURE & SPORT COMMITTEE MEETING

7 February 2024

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

4. Declarations of Interest (if any)

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

5. Public Comment

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

(NOTE: If the Committee wishes to consider or discuss any issue raised that is not specified on the Agenda, other than to receive the comment made or refer it to the Chief Executive, then a resolution will need to be made.)

6. Confirmation of Minutes

Page 7

"That the minutes of the Culture & Sport Committee meeting of 8 November 2023 Part I Public be confirmed as a true and correct record."

REPORTS

7. Presentation - Manawatū Youth Theatre

Page 15

8. Te Manawa Museums Trust: Draft Statement of Intent 2024-27

Page 17

Memorandum, presented by Sarah Claridge, Democracy & Governance Advisor.

9. Committee Work Schedule

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10. Karakia Whakamutunga

11. Exclusion of Public

To be moved:

"That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Also that the persons listed below be permitted to remain after the public has been excluded for the reasons stated.

[Add Third Parties], because of their knowledge and ability to assist the meeting in speaking to their report/s [or other matters as specified] and answering questions, noting that such person/s will be present at the meeting only for the items that relate to their respective report/s [or matters as specified].

PALMERSTON NORTH CITY COUNCIL

Minutes of the Culture & Sport Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 08 November 2023, commencing at 9.03am

Members Present: Councillor Rachel Bowen (in the Chair), The Mayor (Grant Smith) and Councillors Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood and Kaydee Zabelin.

Non Members: Councillors Brent Barrett, Orophée Mickalad and Karen Naylor.

Apologies: Councillors Vaughan Dennison and Leonie Hapeta.

Councillor Roly Fitzgerald left the meeting at 12.40pm during consideration of clause 49. He was not present for clauses 49 to 51 inclusive.

Karakia Timatanga

Councillor Roly Fitzgerald opened the meeting with karakia.

40-23 Apologies

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

Clause 40-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orophée Mickalad and Karen Naylor.

Declarations of Interest

Deputy Mayor Debi Marshall-Lobb declared an interest in item 10 (clause 46): The Globe Theatre Trust – Annual Report 2022-23, but stated she would consider the matter with an open mind.

The Mayor (Grant Smith) declared an interest in item 7 (clause 43):

Presentation – Palmerston North Performing Arts Trust, but stated he would consider the matter with an open mind.

Councillor Kaydee Zabelin declared an interest in Item 9 (clause 45): The Regent Theatre Trust – Annual Report 2022-23, but stated she would consider the matter with an open mind.

41-23 Public Comment

Nick Jessen made public comment in relation to Item 13: Response to the 'Aquatic Facilities and Water-based Recreation Needs Assessment' (refer presentation attached to Minutes). He made the following comments:

- Urged Council not to let other community facility investment decisions as part of Long-Term Plan completely overshadow the pressing need to explore some of the high investment opportunities in Option 3 of the report, as neglecting this will lead to irreparable consequences for two or three generations of aquatic users, including for local competitive swimming and fitness swimmers.
- The proposal of a temporary canopy cover for the outdoor 50m pool at the Lido may be a quick fix, and a relatively cheaper option, but could ultimately undermine the community's long term needs. Short term fixes can have lasting detrimental effects (as per photo of older pool at Kiwa Pools in Gisborne that was covered with a canopy 20 years ago and has now been decommissioned).
- Noted Needs Assessment did not comment on the new 50m covered pool at Kiwa Pools in Gisborne as a relevant case study for comparison.
- Would like to see Option 2 amended such that feasibility studies can be properly undertaken over the next three years in respect of a covered 50m pool option.

Moved Rachel Bowen, seconded Billy Meehan.

The COMMITTEE RESOLVED

1. That the Culture & Sport Committee receive the public comment for information.

Clause 41-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

42-23

Presentation - Manawatū GymSports

Presentation by Kylan Taylor, Head of Men's Artistic Gymnastics and Alanah McLeod, Lead Activate Coach, Manawatū GymSports.

Kylan and Alanah provided an update on Manawatū GymSport's Youth Leadership Programme and their Activate Programme for inclusion of all children, as attached to these minutes.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Culture & Sport Committee receive the presentation for information.

Clause 42-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Ophée Mickalad and Karen Naylor.

43-23

Presentation - Palmerston North Performing Arts Trust

Presentation by Margaret May and Sheridan Hickey, Trustees, Palmerston North Performing Arts Trust.

Margaret and Sheridan presented a history of the Trust and previous grant recipients, as attached to these minutes. In addition, they made the following comments:

- Acknowledged the contribution made to the Trust by the Mayor and administrative support generously provided by Council.
- Noted previous grant recipients are still based in Palmerston North and continue to generously give back to the city and inspire others.
- Margaret advised Sheridan is standing down as Chair this year and acknowledged her huge contribution to the Trust and the wider community over many years.
- Two new Advisory Trustees have been appointed: Eli Hancock and Lottie Perry.
- Holding a small ceremony to celebrate this year's scholarship recipients on 28 November.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Culture & Sport Committee receive the presentation for information.

Clause 43-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

Note:

The Mayor (Grant Smith) declared an interest in this item but stated he would consider the matter with an open mind.

44-23

Confirmation of Minutes

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the minutes of the Culture & Sport Committee meeting of 13 September 2023 Part I Public be confirmed as a true and correct record.

Clause 44-23 above was carried 12 votes to 0, with 1 abstention, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett and Orphée Mickalad.

Abstained:

Councillor Karen Naylor.

45-23

The Regent Theatre Trust - Annual Report 2022-23

Memorandum, presented by David Lea, Chair, Regent Theatre Trust Board.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Regent Theatre Trust Board's Annual Report 2022-23 (Attachment 2).

Clause 45-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

Note:

Councillor Kaydee Zabelin declared an interest in this item but stated she would consider the matter with an open mind.

46-23

The Globe Theatre Trust - Annual Report 2022-23

Memorandum, presented by Gerry Keating, Manager, Globe Theatre.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Globe Theatre Trust Board's draft Annual Report 2022/23 (Attachment 2).

Clause 46-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

Note:

Councillor Debi Marshall-Lobb declared an interest in this item but stated she would consider the matter with an open mind.

The meeting adjourned at 10.33am.

The meeting resumed at 10.54am.

47-23

Sport Manawatū - Annual Report 2022-23

Memorandum, presented by Ann-Marie Mori, Policy Analyst; Kelly Shanks, Chief Executive, Sport Manawatū and Brad Cassidy, General Manager Partnerships – Māori & Environments, Sport Manawatū.

It was noted that Sport Manawatū has partnership arrangements with Horowhenua, Tararua and Manawatū territorial authorities, as well as with Palmerston North City Council (this was omitted in the report).

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive Sport Manawatū's 2022-23 Annual Report (Attachment 1) presented on 8 November 2023.

Clause 47-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

48-23

Central Energy Trust Arena Masterplan 2023

Memorandum, presented by Dave Charnley, Senior Urban Designer; Ann-Marie Mori, Policy Analyst and John Lynch, Venues Manager.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RECOMMENDS**

1. That Council adopt the Central Energy Trust Arena Masterplan 2023 to inform future decision making, including the 2024-2034 Long Term Plan process.
2. That Council receive the Central Energy Trust Arena Masterplan 2023: Delivery Scenarios (Attachment 2) to inform prioritisation of the 2024-2034 Long Term Plan.

Clause 48-23 above was carried 12 votes to 1, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett and Orphée Mickalad.

Against:

Councillor Karen Naylor.

49-23

Response to the 'Aquatic Facilities and Water-based Recreation Needs Assessment'

Report, presented by Ann-Marie Mori, Policy Analyst and Kathy Dever-Tod, Group Manager - Parks and Logistics.

Councillor Roly Fitzgerald left the meeting at 12.40pm.

Elected Members requested that a programme to look at investment opportunities, such as partnering with the existing pool network in the city, be considered as part of the 2024-2034 Long-Term Plan, and that consideration of a feasibility study for a new 50m pool be included in Long-Term Plan discussions, to enable Council to be investment-ready.

Moved Rachel Bowen, seconded William Wood.

The **COMMITTEE RESOLVED**

1. That the Culture & Sport Committee receive the 'Aquatic Facilities and Water-based Recreation Needs Assessment' (the Needs Assessment) prepared by RSL Consultants and smartz (Attachment 1).

The **COMMITTEE RECOMMENDS**

2. That Council endorse Option 2 in the report titled 'Response to the 'Aquatic Facilities and Water-based Recreation Needs Assessment''.

Clauses 49.1-23 and 49.2-23 above were carried 12 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

Moved Grant Smith, seconded Lew Findlay.

3. That Council note the outcomes of the investigation into the low investment opportunities described in this report will be reported

back to Council in time to consider investment in the 2024-34 Long-Term Plan.

Clause 49.3-23 above was carried 10 votes to 2, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Billy Meehan, Mark Arnott, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett and Orphée Mickalad.

Against:

Councillors Rachel Bowen and Karen Naylor.

Moved Brent Barrett, seconded Debi Marshall-Lobb.

4. That a feasibility study for a 50 metre pool be referred to the Long-Term Plan 2024-34 process.

Clause 49.4-23 above was carried 11 votes to 1, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett and Orphée Mickalad.

Against:

Councillor Karen Naylor.

Moved Rachel Bowen, seconded William Wood.

Note:

On a motion: 'That Council note the outcomes of the investigation into the low investment opportunities described in this report will be reported back to Council in time to consider assessment and investment in the 2027-37 Long-Term Plan', the motion was tied 6 votes to 6. The Chairperson declared the motion lost, the voting being as follows:

For:

Councillors Rachel Bowen, Mark Arnott, William Wood, Kaydee Zabelin, Brent Barrett and Karen Naylor.

Against:

The Mayor (Grant Smith) and Councillors Billy Meehan, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb and Orphée Mickalad.

50-23

Reserve Management and Development Planning Update

Memorandum, presented by Kathy Dever-Tod, Group Manager - Parks and Logistics.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee note the progress on reserve management and reserve development planning.
2. That the Committee publicly notifies its intention to review the Ashhurst Domain Development and Management Plan under the

provisions of the Reserves Act 1977.

Clause 50-23 above was carried 12 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

51-23 Committee Work Schedule

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Culture & Sport Committee receive its Work Schedule dated November 2023.

Clause 51-23 above was carried 12 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

Karakia Whakamutunga

Councillor Rachel Bowen closed the meeting with karakia.

The meeting finished at 1.18pm.

Confirmed 7 February 2024

Chair

PRESENTATION

TO: Culture & Sport Committee

MEETING DATE: 7 February 2024

TITLE: Presentation - Manawatū Youth Theatre

RECOMMENDATION(S) TO CULTURE & SPORT COMMITTEE

- 1. That the Culture & Sport Committee receive the presentation for information.**
-

SUMMARY

Graham Johnston, Artistic Director, will update the committee regarding future plans for Manawatū Youth Theatre and this year's programme of activity.

ATTACHMENTS

Nil

MEMORANDUM

TO: Culture & Sport Committee

MEETING DATE: 7 February 2024

TITLE: Te Manawa Museums Trust: Draft Statement of Intent 2024-27

PRESENTED BY: Sarah Claridge, Democracy & Governance Advisor

APPROVED BY: Bryce Hosking, Acting Chief Infrastructure Officer

RECOMMENDATION TO COUNCIL

1. That Council

EITHER

A: Increase Te Manawa’s operational grant funding in the draft Long-Term Plan 2024-34 to be:

2024/25	2025/26	2026/27
\$3,833,599	\$4,024,056	\$4,217,826

OR

B: Retain operational grant funding levels in the draft Long-Term Plan 2024/34 and instruct Te Manawa to revise its draft Statement of Intent accordingly.

RECOMMENDATIONS TO COMMITTEE

- 2. That the Committee receive the draft Statement of Intent 2024-27 (Attachment 1) submitted by Te Manawa Museums Trust, subject to Council agreement of Recommendation 1.**
 - 3. That the Committee agree that the recommended comments on the draft Statement of Intent 2024–27 outlined in Table 1 be advised to Te Manawa Museums Trust.**
-

1. ISSUE

- 1.1 Te Manawa Museums Trust (Te Manawa) has delivered its draft Statement of Intent 2024-27 (SOI).
- 1.2 The purpose of this report is to provide an opportunity for the Committee to give feedback to Te Manawa on their draft SOI.
- 1.3 The Culture & Sport Committee has the delegation to receive the performance report and agree the Statement of Intent for Te Manawa on Council's behalf.

1.4 Under the Local Government Act 2002 (LGA), when preparing the final SOI, a Council Controlled Organisation (CCO) must consider any comments made on the draft by the Council.

2. BACKGROUND

2.1 Te Manawa is a CCO, which was set up to manage the Te Manawa Museum. A CCO is an organisation in which Council has the right to appoint at least 50% of the trustees and must work towards Council's objectives on its behalf.

2.2 The Council is required by the LGA to regularly undertake performance monitoring of its CCOs. Council is required to evaluate:

- the contribution of each CCO to the Council's objectives for the CCO,
- the desired results set out in the SOI; and
- the overall aims and outcomes of the Council based on the six-month reports.

3. COUNCIL OBJECTIVES FOR TE MANAWA

3.1 It is good practice for a shareholder (e.g. Council) of a CCO to outline what it expects of its CCO, and to clarify the roles and responsibilities of the CCO Board and Council in a Statement of Expectations (SOE).

3.2 In December 2023, Council agreed a Statement of Expectations (SOE) 2022/23 for Te Manawa until June 2025. In doing so it recognised that Council's objectives¹ for Te Manawa remain the same in the short term. A new three-year SOE will be agreed later this year, to reflect Council's new strategic direction (due to be agreed in June 2024).

3.3 Council's priorities under Goal 2: A Creative and Exciting City to which Te Manawa contributes to are:

- Celebrate the city's history and diversity and build on the strength of being a city of many cultures and languages.
- Be a creative city that nurtures and celebrates the arts.
- Develop a national reputation as an exciting city with plenty to do at night and on weekends.

3.4 Te Manawa has incorporated these objectives into their key performance indicators which are grouped as:

- Innovative experiences that attract visitors,
- Enhanced Learning and Development; and
- A collaborative and future focused organisation.

¹ See column 1 of Table 3.

4. DRAFT STATEMENT OF INTENT 2024-2027

4.1 The Board has presented a draft SOI (Attachment 1) that aligns with Council's strategic direction and addresses the Statement of Expectations, as outlined in Table 1 below.

Table 1: Comparison of Te Manawa's SOI with Council's Statement of Expectation

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2024-27	Comments + Recommendations for Final SOI 2024-27
Develop contributions to the actions in the Arts & Heritage and Events & Festivals chapters of the Creative and Liveable City Strategy of the 2021-31 LTP.	The Board demonstrates a clear link between its strategic objectives and Council's strategic direction.	No comment.
Focus on engaging local communities in relevant and meaningful learning experiences.	Highlighted in Objective 2: Te Manawa will continue to provide free education programmes to schools in the region and run the ELC learning programmes. Additional actions include: <ul style="list-style-type: none"> • Implementing at least one secondary school learning programme. • Developing public programmes based around exhibitions and galleries; and • Develop collaborative opportunities with non-school educational programme providers. (page 11) 	No comment.
Focus on developing and growing use of and access to collections.	Outlined in Objective 1; actions include: <ul style="list-style-type: none"> • Working with Rangitāne to weave Te Ao Māori into all semi-permanent galleries. • Engaging the sensory diverse in the new Science Centre development. • Develop and implement at least two public programmes annually 	No comment.

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2024-27	Comments + Recommendations for Final SOI 2024-27
	<p>relating to collections.</p> <ul style="list-style-type: none"> Continue digital outreach to promote collections. 	
<p>Focus on attracting visitation and external funding.</p>	<p>Included as part of its core service on page 6.</p> <p>Objective 1 explains how Te Manawa aims to attract visitors using creative marketing and digital engagement.</p> <p>A range of actions to attract different communities to the museum are listed under Objective 1. Actions include:</p> <ul style="list-style-type: none"> Delivering a programme of balanced, exciting, and frequently changing exhibitions; aligning attractions to support Council's cultural events; and, Engaging visitors with on-site activities and celebrating Matariki and Local History Week. <p>Actions to attract external funding include:</p> <ul style="list-style-type: none"> Seeking external revenue to assist in cost of delivering the education programme (Objection 2), and Implementing the Te Manawa Revenue Strategy with a focus on philanthropic and sponsorship contribution (Objection 3). <p>'Visitor Numbers' and External Revenue are also performance measures.</p>	<p>No comment.</p>
<p>Develop a thorough and evolving understanding of the community.</p>	<p>All three objectives include actions to collaborate with different groups, for example, schools, Rangitāne, and non-school providers.</p>	<p>No comment.</p>
<p>Continue to work on stakeholder engagement. Activities</p>	<p>Te Manawa has listed several actions under Objective 3 which involve working with different bodies to</p>	<p>No comment.</p>

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2024-27	Comments + Recommendations for Final SOI 2024-27
should include: <ul style="list-style-type: none"> Applying the Strategic Relationship Strategy 	progress different projects, these include: Rangitāne, founding societies, Council, the NZRM, and tertiary partners.	
<ul style="list-style-type: none"> Maintaining a strong relationship with Rangitāne – through activity-based approaches 	Te Manawa plans to continue to maintain a strong relationship with Rangitāne at governance levels and through activities (Objective 3).	No comment.
<ul style="list-style-type: none"> Strengthening the partnership with the New Zealand Rugby Museum 	An action in Objective 3 involves strengthening the relationship through the Peter Bush archive project.	No comment.
<ul style="list-style-type: none"> Working with Te Manawa's founding trusts to address shared objectives. 	Te Manawa to collaborate with founding societies on two new initiatives to grow support and general donations.	No comment.
Activities to include in Performance Measures: <ul style="list-style-type: none"> support for inclusive and diverse community events. support for whānau, hapū and iwi to create and deliver arts experiences support for Rangitānenuiarawa contribute to environmental sustainability (all from the Arts Chapter of 2021-2031 Art and Heritage Plan).	Te Manawa has not created a performance measure to support Māori to deliver art experiences . Instead Te Manawa has developed several specific actions to achieve, for each year of the SOI. These include: <ul style="list-style-type: none"> Working with Rangitāne to develop exhibitions, learning resources and programmes (from Objective 1) Implement kaupapa Māori Strategy (from Objective 3) Collaborate with whānau, hapū and iwi to bring Toi Māori exhibitions to Te Manawa (Objective 3) Te Manawa has not created an environmental sustainability performance measure, but has outlined several actions to achieve,	<u>Encouraging Māori</u> Te Manawa's actions identified on the left reflect the expected outcomes of Council's SOE. <u>Environmental Sustainability</u> Officers consider

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2024-27	Comments + Recommendations for Final SOI 2024-27
	<p>these include:</p> <ul style="list-style-type: none"> • Work with PNCC to replace fleet vehicles with electric or hydrogen • Reduce paper use and • Work with PNCC to install LED lighting 	<p>these actions to be underwhelming and recommend Elected Members challenge Te Manawa to be a bit more ambitious.</p> <p>Several actions rely on Council support to be achieved rather than seeking external resourcing.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. Make Environmental Sustainability actions more ambitious. 2. Consider seeking funding from external resources for actions.
<p>Outline approach to: good governance practices – consider intention to reflect the diversity of Palmerston North in the membership of the Board.</p>	<p>Te Manawa has outlined its governance practices in the Statement of the Board's approach to governance section.</p> <p>The Board has listed in its approach to governance: to 'encourage and maintain diversity in all elements of its organisation'</p> <p>An action in Objective 3 is to Work with PNCC to reflect the diversity of Palmerston North in its Board.</p>	<p>The Te Manawa Trust Board already has two permanent seats on its board for representatives from Rangitāne o Manawatū. The Board can also co-opt two trustees annually.</p>
<p>Outline approach to honouring and implementing Te Tiriti o Waitangi partnership</p>	<p>Recognition of Te Tiriti is mentioned in the trust deed (page 6).</p> <p>Several objectives and actions refer to collaborating with Rangitāne and Māori to develop exhibitions and implement strategies.</p> <p>Under "How we operate" Te</p>	<p>Throughout the SOI, Te Manawa outlines its approach to honouring Te Tiriti o Waitangi.</p>

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2024-27	Comments + Recommendations for Final SOI 2024-27
	<p>Manawa states: We will continue to work closely with Rangitāne, as mana whenua to ensure Rangitanenuiarawa in the telling of pūrākau and the appropriate tikanga in the kaitiakitanga of taonga. (page 15)</p>	
<p>Outline approach to engaging with and participation by under-represented communities</p>	<p>Actions under Objective 1 include: Continue to engage with the city's less-represented communities (NOA programme, MIAB, Tamariki exhibition space) with the aim in 2026-27 to explore exhibition opportunities with one of these groups.</p>	<p>No comment.</p>
<p>Identify ongoing environmental control issues preventing the Art Gallery from hosting touring exhibitions.</p> <p>Developing a proposal including budget and timeline to resolve these issues.</p>	<p>Not specifically mentioned.</p> <p>Te Manawa states they will work with PNCC to develop a new purpose-built building.</p>	<p>Any major investment in the building has been delayed until Council decides on the Civic and Cultural Precinct.</p>

Financial Commentary

- 4.2 The budgeted financial performance is in surplus for the next 3 years.
- 4.3 Council's operational grant remains the main source of revenue for the Trust. The figures include the request set out in section 5.
- 4.4 Forecasted fundraising and sponsorship is set to increase from \$186,000 in 2023/24 to \$205,000 a year over the life of the SOI.

Table 2: Te Manawa’s SOI Summary Financials

Summary Financials (\$)	Budget	SOI		
	23/24	24/25	25/26	26/27
Financial Performance				
PNCC Grant	3,756,570	3,833,599	4,024,056	4,217,826
Total Revenue	4,266,820	4,501,799	4,597,040	4,828,847
Total Expenses	4,207,092	4,596,933	4,694,571	4,923,467
Net Collection Movements	15,000	97,500	100,000	100,000
Net Surplus (Deficit)	74,728	2,366	2,469	5,380
Financial Position				
Current Assets	916,469	809,894	832,472	696,258
Total Assets	19,176,289	21,999,494	22,046,314	22,103,236
Current Liabilities	825,413	825,774	866,752	909,777
Total Liabilities	828,723	827,049	869,018	912,943
Equity	18,347,566	21,172,445	21,177,296	21,190,293
Cash Flows				
Total Net Cash Flows	45,484	(703,894)	5,900	(157,093)
Opening Cash	401,874	1,064,963	361,069	366,969
Closing Cash	447,358	361,069	366,969	209,876

- 4.5 From 2023/24 to 2024/25, budgeted total expenses has increased 9.3% mostly due to increased personnel costs (\$600,414).
- 4.6 Collection Assets have been revalued which accounts for the increase in equity.
- 4.7 Net cash flow reflects the Trust's commitment to investing in activities including purchase of exhibitions, collection assets, plant, and leasehold improvements.

5. ADDITIONAL GRANT FUNDING REQUEST FOR THE 2023/24 YEAR

5.1 Te Manawa has requested the following increases in its Council grant over the next three years. Each year the additional grant from the previous years is included in the base grant.

Table 3: Summary of Requested Grant funding

	2024-25	2025-26	2026-27
Council Base amount	\$3,681,899	\$3,792,356 (includes CPI 3%)	\$3,906,126 (includes CPI 3%)
Requested increase	\$151,700	+\$151,700(24/25 increase) \$80,000 (additional)	+\$151,700 (24/25 increase) +\$80,000 (25/26 increase) \$80,000 (additional)
Total grant	\$3,833,599	\$4,024,056	\$4,217,826

Table 4: Impact of request for Council

	2024/25	2025/26	2026/27
As per LTP 2024-34	\$3,681,899	\$3,755,537	\$3,838,012
Difference as per SOI request	\$151,700	\$268,519	\$379,814
Difference impact on rates	0.12% increase	0.19% increase	0.25% increase

5.2 Te Manawa's letter (Attachment 2) explains the background for the increased grant request.

6. NEXT STEPS

6.1 Any Committee comments on the draft SOI will be communicated in writing to Te Manawa.



6.2 Te Manawa will deliver their final SOI to the Committee on or before 26 June 2024.

6.3 If recommendation 1A is agreed by the Committee, it will be considered by Council on 14 February for inclusion in the draft Long-Term Plan.

7. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	No
Are the decisions significant?	No
If they are significant do, they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
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 achievement of action/actions in the Arts and Heritage	
The action is: to support CCOs to achieve the objectives of the Arts and Heritage Plan.	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being	Providing comments on the draft Statement of Intent is a mechanism for Council to provide guidance and direction to Te Manawa Museums Trust Board.

ATTACHMENTS

1. Te Manawa Museums Trust_ Draft Statement of Intent 2024-2027 [!\[\]\(815df092dd722ee9268ef8e6d0193e3a_img.jpg\)](#)

2. Letter from Te Manawa Museums Trust [!\[\]\(0c564128c6342bd2f601e97f4518828a_img.jpg\)](#) 

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Te Ara Hihiri

Draft Statement of Intent

2024/25 – 2026/27
TE MANAWA MUSEUMS TRUST



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Contact details

Address	Te Manawa Museums Trust Private Bag 11055 Palmerston North	Legal Status	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 Trusts Act 2019. It is a not-for-profit CCO.
Website	www.temanawa.co.nz		
Phone	(06) 355 5000		
Email	enquiries@temanawa.co.nz		
Main Contact	Susanna Shadbolt	Charities Registration number	CC38836
Role in CCO	Chief Executive	Trustees	Caroline Tate - Chair Adrian van Dyk – Deputy Chair Peter Te Rangi Terry Hapi Geoffrey Jameson Alison Rudzki
Phone	(06) 355 5000		
Email	susanna.shadbolt@temanawa.co.nz		

Wāhinga korero

Foreword

Te Manawa acknowledges the people of Rangitāne. We are thankful for the ongoing guidance of mana whenua and are grateful for the continued support of Palmerston North City Council, the people of Palmerston North City, Manawatū, and our founding partners.

“Whakatō ngā kakānō o te ao marama, kia puawai.”
Plant the seeds of tomorrow through the stories that we share.

Te Manawa Museum serves our communities by providing access to exhibitions, programmes and events that showcase art, science, and heritage, and by protecting taonga tuku iho and objects in our care.

The past year has seen many changes and many successes as we see the influence of a change of leadership and management team. We are excited by the progress we have made and the continuation of this positive direction and know that we have built a strong foundation for moving forward. As we build our roadmap for 2030, we will plan and prioritise the upgrade work across the Museum and Art Gallery over the next six years. This will allow us to truly act with purpose.

Highlights of the year have been; the implementation of Mātauranga Rangitāne learning programmes; the internally developed exhibition *Paul Dibble: Continuum* and the Sandy Adsett and Rita Angus exhibitions in the Art Gallery; seeing *Te Rangi Whenua* revived with the installation of Te Wānanga o Aotearoa *He Ara Whāriki* exhibition; the Council funded exhibition *Six Extinctions* that was developed by Gondwana Studios which has attracted thousands of visitors; and a host of collection displays throughout the year in the *Manawatū Journeys* Gallery. It has been wonderful to see the variety of exhibitions across all of Te Manawa’s strands.

Working with the New Zealand Rugby Museum we acquired the vast and nationally significant Peter Bush photography collection and secured a substantial funding grant through Lotteries, which enables us to start documenting this valuable archive.

The first year of offering free learning programmes to local schools has been highly successful with many teachers expressing gratitude as they struggle to source affordable quality off-site education opportunities for their whānau. We will continue to support schools in implementing the Aotearoa NZ Histories Curriculum.

This Statement of Intent covers our approach to increasing Te Ao Māori across the Museum; the new Science Centre development; a focus on visitation to the Museum and Gallery (moving away from Outreach), and prioritising revenue generation. In order to be efficient and fiscally prudent, a focus on visitation and revenue is a priority.

We would like to thank our key stakeholder, Palmerston North City Council for making what we do possible. Our gratitude must also be extended to our local iwi, arts, science and historical societies, Manawatū District Council, our corporate sponsors, and the public, for continuing to engage with us, and most importantly, for visiting!

Te whai take

Purpose of the Statement of Intent

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

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

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

He Poari tiakitanga o Te Manawa About Te Manawa Museums Trust

Vision

*“Whakatō ngā kakānō o te ao marama, kia puawai.”
Plant the seeds of tomorrow through the stories that we share.*

Purpose

The International Council of Museums (ICOM) defines a museum as “a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing.”

Guided by the ICOM definition, the main goal of Te Manawa Museums Trust is to provide the people of Manawatū and beyond with experiences in art, science and heritage and to forge everlasting connections – fulfilling its stakeholder obligations and exceeding the expectations of its visitors.

Kaupapa

Our kaupapa is to provide relevant and engaging experiences in art, science, and heritage to the people of Palmerston North and beyond. Through caring for and growing the collection and developing an inspiring calendar of exhibitions, events and learning programmes, Te Manawa ensures the connection of people and stories within its communities.

Values

- Manaakitanga
We are kind, welcoming, generous and supportive
- Kaitiakitanga
We protect and preserve the stories and treasures of the past, present and future
- Tiakitanga
We foster self-reflection and identity so the past may shape the future

Service

Te Manawa will continue to provide a range of exhibitions, events and learning activities that contribute to Palmerston North City Council's vision, goals and strategies – in particular, adding value to its goal of being a “creative and exciting city - He tāone whakaihiihi, tapatapahi ana”.

These services include:

- Contributing towards the priorities and actions of the city's Arts and Heritage Plan;
- Engaging local communities in relevant and meaningful experiences in art, science, and heritage
- Caring for, developing, and improving access to collections
- Attracting visitation and external investment

Ngā kaupapa kāwanatanga Objectives of the Te Manawa Museums Trust Deed

- To provide governance of an organisation which is a regional museum complex, advancing interest in art, heritage and science (including interactive science)
- To provide study, educational and enjoyment opportunities through acquiring, conserving, researching, communicating and exhibiting material evidence of people and their environment
- To develop, promote, enhance and maintain collections to make them relevant to the peoples of the Manawatū and New Zealand
- To recognise and act in accordance with the principles of te Tiriti o Waitangi (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 Manawatū 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 Manawatū and to be aware of the regional focus

He mahi kāwanatanga o te Poari Statement of the Board's approach to governance

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

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

The Board guides and monitors the business and affairs of Te Manawa, in accordance with the Charitable Trusts Act 1957, The Trusts Act 2019, the Local Government Act 2002, the Trust Deed and this Statement of Intent.

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

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to the community and regularly reporting to the Culture and Sport Committee of Palmerston North City Council
- enhancing Te Manawa's environmental sustainability
- encouraging and maintaining diversity in all elements of its organisation

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

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

He mahi tautoko ki te kaupapa o te Kaunihera Contribution to the Council’s Strategic Direction

Palmerston North City Council has identified five strategic goals:

- Goal 1: An innovative and growing city;
- Goal 2: A creative and exciting city;
- Goal 3: A connected and safe community;
- Goal 4: An eco-city; and
- Goal 5: A driven and enabling Council.

Te Manawa contributes to the strategic goals of Palmerston North City Council, seeking to:

- Celebrate the city’s history and diversity, and build on the strength of being a city of many cultures and languages; and
- Be a creative city that nurtures and celebrates the arts
- Develop a national reputation as an exciting city with plenty to do at night and at weekends

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

Strategic objectives

The Te Manawa Museums Trust Board has developed the following broad strategic areas of focus to enable Te Manawa to be responsive to its communities.

Objective 1: Innovative Experiences that Engage Visitors

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

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

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

Objective 2: Enhanced Learning and Development

Te Manawa, through its links to education, research institutes and local technology industries, develops programmes aligned with the curriculum, Mātauranga Māori, and its exhibitions of local and national interest. Access to education programmes will be free of charge for local schools within the PNCC and MDC boundaries.

- Te Manawa learning activities will focus on engaging local communities in relevant and meaningful learning experiences
- Learning at Te Manawa will look for opportunities to contribute to the wider organisation's goals for financial sustainability
- The Museum will play a key role in supporting schools in implementing the Aotearoa New Zealand Histories Curriculum.

Objective 3: A collaborative and future-focused organisation

Te Manawa will build its reputation as a creative and vibrant organisation providing quality science, art and heritage experiences for all.

Maintaining and enhancing its strategic relationships is key to Te Manawa's success. The organisation's relationship with Rangitāne, as mana whenua, will evolve in line with the iwi's aspirations. Te Manawa, is guided by the articles of Te Tiriti o Waitangi.

Te Manawa will build its environmental and financial sustainability, ensuring it is well-placed to respond proactively to change. It will work strategically to accelerate revenue generation and embed a business development mindset within the organisation.

Te Manawa supports the sustainability aspirations of its strategic partners, including:

- Rangitāne, as mana whenua, local kaitiaki and holders of Mātauranga Māori
- Palmerston North City Council's Eco City Strategy.
- Local businesses and organisations, along with museums and galleries nationwide

Performance Measures

	2024-25	2025-26	2026-27
Visitation Baseline ¹ (Physical visits to the Te Manawa complex)	131,000	132,300	134,000
Online engagement ²	97,200	104,900	113,300

¹ Visitation baseline is the approximate physical visitor count to the Te Manawa complex. It does not differentiate unique visitors, but rather the visits in person be they first-time or repeat. Yearly increase is determined by the medium 25-year projection of 1.0 percent average annual population growth for Palmerston North (PNCC long-term projections 2020).

² Online engagement includes e-visits through the Te Manawa website (visit impressions minus bounce) and audience interactions via social media (likes, comments, shares and video views). Annual increase is based upon a yearly estimated audience growth of 8 per cent (22/23 estimate as at Dec 2022). It does not consider user trends in digital media which are too changeable to rely on for a three-year forecast.

	2024-25	2025-26	2026-27
External Revenue Target	\$668,200	\$572,984	\$611,021
Visitor Satisfaction	95%	95%	95%

Strategic Objective 1: Innovative experiences that engage visitors

2024-25	2025-26	2026-27
<p>Continue to grow partnership with mana whenua to support Rangitānenuiarawa.</p>	<p>Continue to grow partnership with mana whenua to support Rangitānenuiarawa.</p>	<p>Continue to grow partnership with mana whenua to support Rangitānenuiarawa.</p>
<p>Work with Rangitāne to weave Te Ao Māori into the Science Centre development.</p>	<p>Increase Te Ao Māori across all semi-permanent galleries.</p>	<p>Increase Te Ao Māori across all semi-permanent galleries.</p>
<p>Continue to engage with, and enable participation by the city’s less-represented communities (NOA programme, MIAB, Tamariki exhibition space)</p>	<p>Continue to engage as per previous years</p>	<p>Explore collaborative exhibition opportunities with at least one less-represented community.</p>
<p>Engage with representatives for the sensory diverse as part of Science Centre development</p>		
<p>Support PNCC Cultural Events – Waitangi Day, Diwali, Chinese New Year</p>		
<p>Engage visitors with on-site activities and public programmes based around cultural celebrations such as Matariki and Local History Week/Heritage Month</p>		
<p>Implement Stage 1 of Pūtaiao Science Centre (education room). Funding dependent.</p>	<p>Continue development of Pūtaiao Science Centre - funding dependent.</p>	<p>Complete development of Pūtaiao Science Centre - funding dependent.</p>
<p>Continue to develop partnership and collaboration opportunities.</p>	<p>Continue to develop ongoing partnership and collaboration opportunities.</p>	
<p>Develop and implement at least two public programmes related to our collection.</p>	<p>Develop and implement at least two public programmes related to our collection.</p>	<p>Develop and implement at least two public programmes related to our collection.</p>
<p>Continue to promote and add 1000 items to Collections Online.</p>	<p>Continue to promote and add 1000 items to Collections Online.</p>	<p>Continue to promote and add 1000 items to Collections Online.</p>

Develop and deliver balanced, exciting and frequently changing programme of local, national and international exhibitions

Develop and deliver balanced, exciting and frequently changing programme of local, national and international exhibitions

Develop and deliver balanced, exciting and frequently changing programme of local, national and international exhibitions

Strategic Objective 2: Enhanced learning and development

2024-25	2025-26	2026-27
Implement at least one secondary school level learning programme based on consultation with local schools.	Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer.	Continue as per previous years.
Provide free education programmes to schools within the Palmerston North and Manawatū District Council boundaries.	Provide free education programmes to schools within the Palmerston North and Manawatū District Council boundaries.	Provide free education programmes to schools within the Palmerston North and Manawatū District Council boundaries.
Seek external revenue to assist in cost of education programmes.	Seek external revenue to assist in cost of education programmes.	Seek external revenue to assist in cost of education programmes.
4000 students will participate in ELC Learning programmes.	4000 students will participate in ELC Learning programmes.	4000 students will participate in ELC Learning programmes. This target may be revised pending future contract requirements.
Develop robust and engaging public programmes based around exhibitions and galleries.	Ongoing delivery of robust and engaging public programmes based around exhibitions and galleries.	Ongoing delivery of robust and engaging public programmes based around exhibitions and galleries.
Deliver at least 20 staffed public programmes.	Deliver at least 20 staffed public programmes.	Deliver at least 20 staffed public programmes.
Develop at least one collaborative opportunity with another non-school educational programme provider.	Develop at least one collaborative opportunity with another non-school educational programme provider.	Develop at least one collaborative opportunity with another non-school educational programme provider.

Strategic Objective 3: A collaborative and future-focused organisation

2024-25	2025-26	2026-27
Demonstrate continued commitment to the principles Te Tiriti o Waitangi.	Demonstrate continued commitment to the principles Te Tiriti o Waitangi.	Demonstrate continued commitment to the principles Te Tiriti o Waitangi.
Implement kaupapa Māori strategy developed in 2023/24	Demonstrate increased participation in the museum by Māori.	
Continue collaborations with whānau, hapū & iwi to bring Toi Māori exhibitions to Te Manawa.		
Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.	Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.	Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.
Research and identify a community and / or prominent community members and plan an oral history project	Undertake at least one Oral History project with a community group.	Develop one exhibition relevant to an under-represented community group.
Collaborate with founding societies on one new initiative with each to grow support for Te Manawa and generate donations.	Collaborate with founding societies on one new initiative to grow support for Te Manawa and generate donations.	Collaborate with founding societies on one new initiative to grow support for Te Manawa and generate donations.
Continue to strengthen relationship with NZRM through the Peter Bush archive project and related activities.	Continue the collaborative work on the Peter Bush archive project.	Continue the collaborative work on the Peter Bush archive project.
Implement the Te Manawa Revenue Strategy with a focus on philanthropic and sponsorship contributions against strategic targets, such as the Science Centre development.	Consolidate previous year's mahi.	Consolidate previous year's mahi.
Continued commitment to environmental sustainability.	Continued commitment to environmental sustainability.	Continued commitment to environmental sustainability.
Implementation of digital systems to replace paper-based systems.	Work with PNCC to replace fleet vehicles with electric or hydrogen.	
Reduce paper use by 30%.	Reduce paper use by 50%.	Reduce paper use by 70%.

Implement a collaborative and sustainable work environment.

Work with PNCC to replace fleet vehicles with electric or hydrogen.

Work with PNCC towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.

Ongoing collaboration with tertiary partners through at least one exhibition or event annually.

Research and develop a report that shows the requirements needed for the Art Gallery to host high-quality contemporary exhibitions and provide museum standard level of care for collections and loaned items.

Work with PNCC to complete lighting upgrade to energy efficient LED.

Work with PNCC towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.

Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.

Develop proposal with PNCC to mitigate risks and address challenges that arise.

Work with PNCC towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.

Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.

Continue to work with PNCC to progress proposal.

How we operate

We partner with communities and provide access to and engagement with arts and culture, with a focus on art, science, and heritage. These platforms, and the professional activity attached to them, bring social cohesion and wellbeing, civic pride and vibrancy, and national reputation.

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

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

Working with our partners

Te Manawa has relationships with several groups and organisations that work alongside us supporting us in the achievement of our goals.

Rangitāne

We will continue to work closely with Rangitāne, as mana whenua, to ensure Rangitānenuiarawa in the telling of pūrākau and the appropriate tikanga in the Kaitiakitanga of taonga.

The Founding Societies

Te Manawa Art Society, Te Manawa Museum Society and Science Centre Inc are the 'founding societies' who formed Te Manawa through a merger of activity and assets. The societies continue to support and guide our operations in their specialist areas.

The New Zealand Rugby Museum

This museum within a museum, holds a collection of historical and cultural significance. It was incorporated into Te Manawa under an MOU signed in 2012. Under the MOU, Te Manawa provides a sub-lease for the premises and storage, utilities and education free of charge. Front of house support is also provided. The recent collaboration to acquire and process the Peter Bush photography collection is an excellent example of the way we work together.

Working with Palmerston North City Council

Half-Yearly Report

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

- Chief Executive's commentary on operations for the relevant six-month period.
- Comparison of Te Manawa Museums Trust's performance with the objectives, planned activities and performance targets set out in the SOI, with an explanation of any material variances.
- Un-audited half-yearly financial statements incorporating a Statement of Financial Performance, a Statement of Financial Position, a Statement of Changes in Equity and a Statement of Cashflows.

Annual Report

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

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

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

Board Approval

This Draft Statement of Intent was approved by the Te Manawa Museums Trust Board on 18 January 2024

Signed  _____

Date 18/1/2024 _____

Caroline Tate, Chair
Te Manawa Museums Trust

Te tāhua Finance

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Budget Assumptions and Comments:

Revenue

1. Palmerston North City Council (PNCC) Funding:

PNCC Operating Grant

2024/25: \$3,833,599 (As per Council advice - \$3,681,899 plus requested increase to base grant of \$151,700)

2025/26: \$4,024,056 (As per Council advice - \$3,792,356 plus the increase in baseline from 2024/25 plus an additional request of \$80,000 for the 2025/26 financial year)

2026/27: \$4,217,826 (2025/26 plus 3% CPI, plus the requested increases for 2024/25 and 2025/26 plus \$80,000 for the 2026/27 year)

The requested increases to the baseline grant are to cover the expected increases to payroll arising from the implementation of Strategic Pay.

2. Interest Revenue:

Interest Income has been based on average bank balances remaining between \$594k and \$735k (the approximate required level to preserve Te Manawa tagged reserves) with weighted average bank interest rates forecast at 5.0%.

3. Other Operating Revenue:

Other Operating Revenue is expected to increase from the 2023/24 forecast, with increased targets from commercial activities such as retail sales and venue hire, as well as increased targets for sponsorship and fundraising.

4. Net Collection Movements

The forecast level of casual donated collection assets is maintained at the same level as prior years. (\$15,000) and \$80,000 has been included for the 2024/25 and \$100,000 for the subsequent years as items in the collection donated by the Peter Bush collection are accessioned into the collection.

The prospective financial statements do not provide for a forecast net movement in the market value of collections, due to data not being readily available for assumptions regarding the future market value of collections assets. Revaluation of collection assets is a non-cash item. The next revaluation of the Art Collection will take place during the final quarter of the 2023/24 financial year, and the next Heritage Collection revaluation is to take place during the 2024/25 financial year.

Expenditure

5. Payroll:

The Payroll budget for all years incorporates requirements of the remuneration system adopted by Te Manawa, which is now using Strategic Pay, in line with its adoption by the Council.

6. Operating Expenditure:

Operating costs have been budgeted for the next three years based on current contractual commitments, as well as anticipated maintenance costs (i.e. cleaning, repairs and maintenance, security and administrative costs) with adjustments for anticipated CPI increases.

7. Occupancy Costs:

Te Manawa has received notice of some suppliers' intention to increase costs. An inflation adjustment of 5.00% has been applied across most expense categories.

8. PNCC Leases and Service Level Agreements:

It has been assumed that there will be no major changes to the charges from PNCC in relation to service level agreements - IT, vehicles and phones.

9. Depreciation:

The forecast depreciation for the next financial years is based on the planned plant and equipment additions and some upgrades of the semi-permanent exhibitions.

10. Operating Surplus/(Deficit) after Collection Movements:

A small net surplus has been budgeted for each of the three years covered by the financial statements 2024/25(2.36k) 2025/26 (\$2.470k and 2026/27(\$5.38k).

Prudent management of operating expenditure will be required to achieve the budgeted results. Revenue generation opportunities will be sought to ensure that operating cash surpluses are maintained going forward.

STATEMENT OF FINANCIAL POSITION:

11. Cash & Short-Term deposits:

Cash & Cash Equivalents (including term deposits with a maturity of up to 3 months) are budgeted to remain relatively consistent at between \$594k and \$735k. This is enough to meet the Trust's current budgeted obligations and commitments.

12. Capital expenditure:

Planned Capital Expenditure Summary	Actual 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
	\$	\$	\$	\$	\$
Software	-	-	-	-	-
Leasehold Improvements	926	60,000	60,000	50,000	70,000
Information Technology	36,674	-	10,000	10,000	-
Exhibitions	9,223	180,000	140,000	270,000	260,000
Furniture & Fittings	18,132	15,000	-	-	15,000
Plant & Equipment	138,988	90,000	63,000	10,000	20,000
Collection Assets (Owned)	75,445	60,000	60,000	60,000	60,000
Total assets additions	279,388	405,000	333,000	400,000	425,000

The planned capital expenditure on Fixed Assets and Collection Assets for the year is \$333,000

13. STATEMENT OF CASHFLOWS:

Forecast net cash flows from operating activities are enough to cover the planned capital expenditure for the three financial years.

14. STATEMENT OF CASH BALANCES & RESERVES:

Careful managing of resources will be required to maintain positive untagged reserves over next years, in order to both meet our operational costs and gradually increase our semi-permanent and touring exhibition capabilities. There is also an increased reliance on third party revenue to meet the forecast level of operating costs and allow for the strategic reserves to be built up.

The tables below indicate the way Te Manawa intends to gradually build up its strategic reserves within the constraint of maintaining positive untagged reserves.

**Te Manawa Museums Trust
Endowment Fund Forecast**

Endowment Fund	Balance 1/7/22	Actual at 30/06/23	Budget transfers in/(out)	2023/24 Budget	Budget transfers in/(out)	Budget transfers in/(out)	2024/25 Budget
Clevely Fund	10,874	10,874	-	10,874	-	-	10,874
Total Endowment Funds	10,874	10,874	-	10,874	-	-	10,874

The Semi-permanent exhibition reserve is designed for the purpose of securing funding for future semi-permanent exhibition refresh and/or internally developed and built Te Manawa touring shows.

**Te Manawa Museums Trust
Endowment Fund Forecast**

Endowment Fund	Balance 1/7/22	Actual at 30/06/23	Budget transfers in/(out)	2023/24 Budget	Budget transfers in/(out)	Budget transfers in/(out)	2024/25 Budget
Clevely Fund	10,874	10,874	-	10,874	-	-	10,874
Total Endowment Funds	10,874	10,874	-	10,874	-	-	10,874
Specific Reserves	Balance 1/7/22	Actual at 30/06/23	Budget transfers in/(out)	2023/24 Budget	Budget transfers in/(out)	Budget transfers in/(out)	2024/25 Budget
Collection Development	14,021	14,229		14,229	-	-	14,229
Historical Building Maintenance	22,081	22,081	-	22,081	-	-	22,081
Semi-Permanent Exhibition Development Reserve	365,398	398,261	32,862	431,123			431,123
Total Specific Reserves	401,500	434,571	32,862	467,433	-	-	467,433

The accompanying notes and accounting policies form part of the prospective financial statements

Te Manawa Museums Trust

Prospective Statement of Revenue and Expenses

For the Three Years Ended 30 June 2025, 2026 & 2027

	Budget 2022/2023	Actual 2022/2023	Budget 2023/2024	Actual 6 mths to 31.12.2023	Budget 2024/2025	Budget 2025/26	Budget 2026/27
	\$	\$	\$	\$	\$	\$	\$
Revenue							
PNCC Operational Grant	3,329,511	3,352,361	3,756,570	1,878,285	3,833,599	4,024,056	4,217,826
MDC Grant	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Interest Received	8,400	30,383	20,760	24,243	30,000	31,500	32,760
Fundraising & Sponsorship	537,050	40,000	186,000	95,356	205,000	205,000	205,000
Other Revenue	381,730	325,896	283,490	150,438	413,200	316,484	353,261
Total Revenue	4,276,691	3,768,640	4,266,820	2,168,322	4,501,799	4,597,040	4,828,847
Expenditure							
Personnel Costs	2,422,554	2,197,522	2,420,806	1,144,357	3,021,220	3,148,889	3,275,105
Museum Activities	1,205,478	1,188,879	1,087,853	419,808	966,437	892,332	974,353
Occupancy Costs	279,168	192,474	279,339	151,269	269,163	305,477	321,136
PNCC Leases & SLA's	81,738	81,740	81,738	38,609	72,873	72,873	72,873
Depreciation/Amortisation	302,550	289,836	337,356	126,312	267,240	275,000	280,000
Assets Written Off	-	(433)	-	(224)	-	-	-
Total Operating Expenditure	4,291,488	3,950,018	4,207,092	1,880,131	4,596,933	4,694,571	4,923,467
Operating Surplus/(Deficit) Before Collection Movements	(14,797)	(181,378)	59,728	288,191	(95,134)	(97,531)	(94,620)
Collection Movement Income							
Custodial Assets	-	-	-	-	-	-	-
Donated Assets	15,000	39,573	15,000	8,185	97,500	100,000	100,000
Collection Movement Expense							
Custodial Assets Returned	-	800	-	-	-	-	-
Collection Assets Deaccessioned	-	100,306	-	19,018	-	-	-
Net Collection Movements	15,000	(61,533)	15,000	(10,833)	97,500	100,000	100,000
Net Surplus/(Deficit) Before revaluation	203	(242,911)	74,728	277,358	2,366	2,469	5,380
Other Comprehensive Revenue and Expenses	-	699,599	-	-	-	-	-
Total Comprehensive Revenue and Expense	203	456,688	74,728	277,358	2,366	2,469	5,380

Te Manawa Museums Trust
Prospective Statement of Financial Position
As at 30 June 2025, 2026 & 2027

Notes	Budget	Actual	Budget	Budget	Budget	Budget	
	2022/23 \$	2022/2023 \$	2023/24 \$	2024/2025 \$	2025/26 \$	2026/27 \$	
Assets							
<i>Current Assets</i>							
Cash & Cash Equivalents	11	401,874	265,459	514,047	361,069	366,969	209,876
Short Term Deposits		340,358	685,364	330,422	362,825	369,003	383,882
Stock of Merchandise		32,000	26,153	28,000	25,000	30,000	30,000
Receivables		18,000	19,743	15,000	15,000	15,000	15,000
Interest Receivable		2,000	10,514	4,000	6,000	6,500	7,500
Prepayments		25,000	69,546	25,000	40,000	45,000	50,000
Total Current Assets		819,232	1,076,779	916,469	809,894	832,472	696,258
<i>Fixed Assets</i>							
Information Technology		43,708	50,827	55,708	55,708	52,236	44,236
Property Plant & Equipment							-
Exhibitions		490,814	173,158	411,221	411,221	418,896	495,029
Furniture & Fittings		70,097	74,590	112,668	112,668	65,664	74,312
Leasehold Improvements		46,555	30,068	42,608	42,608	46,555	47,021
Plant & Equipment		452,144	364,200	450,070	450,070	450,510	512,570
Collection Assets (Owned)		7,975,767	9,302,607	8,124,615	9,423,607	9,483,607	9,543,607
Collection Assets (Custodial)		9,044,114	10,674,031	9,044,114	10,674,031	10,674,031	10,674,031
Work in Progress		12,105	76,050	15,000	15,000	20,000	15,000
Total Fixed Assets		18,135,304	20,745,531	18,256,004	21,184,913	21,211,499	21,405,806
<i>Other Non-Current Assets</i>							
Intangible Assets - Software		6,031	6,953	3,816	4,686	2,343	1,172
Total Non-Current Assets		18,141,335	20,752,484	18,259,820	21,189,599	21,213,842	21,406,977
Total Assets		18,960,567	21,829,263	19,176,289	21,999,494	22,046,314	22,103,236
<i>Current Liabilities</i>							
Payables Under Exchange Transactions		419,552	306,523	387,613	390,000	393,900	397,840
Income Received in Advance		30,000	125,124	30,000	90,000	90,000	90,000
Provisions		-	-	-	-	-	-
Employee Benefits		260,619	273,431	345,800	300,774	330,852	363,937
Interest Payable		-	-	-	-	-	-
GST Payable (Receivable)		58,000	28,553	62,000	45,000	52,000	58,000
Current Portion of Term Liabilities		-	-	-	-	-	-
Total Current Liabilities		768,171	733,631	825,413	825,774	866,752	909,777
<i>Non-Current Liabilities</i>							
Employee Benefits		3,267	-	3,310	1,275	2,266	3,166
Total Non-Current Liabilities		3,267	-	3,310	1,275	2,266	3,166
Total Liabilities		771,438	733,631	828,723	827,049	869,018	912,943
<i>Equity</i>							
Trust Equity		10,722,223	10,668,412	10,467,292	10,467,292	10,469,658	10,472,127
Retained Surplus Current Year		2,203	(242,910)	74,728	2,366	2,469	5,380
Asset Revaluation Reserve		7,073,190	10,224,688	7,327,447	10,224,688	10,224,688	10,224,688
Specific Reserves	14	380,639	434,568	467,225	467,225	469,608	477,225
Endowment Funds	14	10,874	10,874	10,874	10,874	10,874	10,874
Total Trust Funds		18,189,129	21,095,632	18,347,566	21,172,445	21,177,297	21,190,294
Total Liabilities and Trust Funds		18,960,567	21,829,263	19,176,289	21,999,494	22,046,314	22,103,236

Te Manawa Museums Trust
Prospective Statement of Cash Flows

For the Three Years Ended 30 June 2025, 2026 & 2027

Notes	Budget	Actual	Budget	Budget	Budget	Budget
	2022/23 \$	2022/2023 \$	2023/2024 \$	2024/2025 \$	2025/26 \$	2026/27 \$
Cash Flows from Operating Activities						
Cash was provided from:						
PNCC Grants	3,264,227	3,352,361	3,756,570	3,833,599	4,024,056	4,217,826
Fundraising Activities	320,000	146,612	186,000	205,000	205,000	205,000
Other Revenue	279,454	178,282	283,490	413,200	316,484	353,261
MDC Grants		20,000	20,000	20,000	20,000	20,000
Interest	5,400	22,837	20,760	30,000	31,500	32,760
	3,869,081	3,720,092	4,266,820	4,501,799	4,597,040	4,828,847
Cash was disbursed to:						
Payroll	2,373,074	2,174,200	2,420,806	3,021,220	3,153,889	3,280,105
Suppliers	1,270,809	1,471,529	1,448,930	1,308,473	1,270,682	1,368,362
GST	0	-	58,000	58,000	60,000	65,000
Net Change in working Capital	-	8,064	-	-	-	-
	3,643,883	3,653,793	3,927,736	4,387,693	4,484,571	4,713,467
Net Cash Flows from Operating Activities*	225,198	66,299	339,084	114,106	112,469	115,380
Cash Flows from Investing Activities						
Cash was provided from:						
Sale of Assets	-	695	-	-	-	-
Cash was disbursed to						
Change in short Term Investments	600,000	14,047	14,047	485,000	(293,431)	(152,527)
Purchase of Intangible Assets - Software	120,000	4,200	5,000	-	-	-
Purchase of Leasehold Improvements	30,000	926	11,443	60,000	50,000	70,000
Purchase of Information Technology	56,770	36,674	33,688	10,000	10,000	-
Purchase of Exhibitions	185,000	9,223	43,215	140,000	270,000	260,000
Purchase of Furniture & Fittings	10,000		14,180	-	-	15,000
Purchase of Plant & Equipment	168,910	62,938	117,028	63,000	10,000	20,000
Purchase of Collection Assets	78,500	75,445	25,000	60,000	60,000	60,000
Work in Progress	0	52,082	30,000		-	-
	1,249,180	255,535	293,600	818,000	106,569	272,473
Net Cash Flows from Investing Activities	(1,249,180)	(254,840)	(293,600)	(818,000)	(106,569)	(272,473)
Net Increase/(Decrease) in Cash Held	(1,023,982)	(188,541)	45,484	(703,894)	5,900	(157,093)
Opening Cash Balances	1,308,407	454,000	401,874	1,064,963	361,069	366,969
Closing Total Cash Balances	284,425	265,459	447,358	361,069	366,969	209,876

Notes to the Prospective Financial Statements

Statement of Accounting Policies

REPORTING ENTITY

Te Manawa Museums Trust (the Trust) is a charitable trust incorporated in New Zealand under the Charitable Trusts Act 1957 and is domiciled in New Zealand. The Trust is controlled by Palmerston North City Council and is a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002, by virtue of the Council's right to appoint more than 50% of the Board of Trustees.

The Trust was incorporated on 20 August 1999, from that date, the Trust assumed responsibility for art works and heritage assets transferred to its care but held on behalf of others. From 1 July 2000 the Trust commenced leasing the premises and managing the institution under agreements entered into with the Palmerston North City Council. The principal place of business is 326-336 Main Street, Palmerston North.

The primary objective of the Trust is to provide interactive experience in art, science and history through acquiring, conserving, researching, developing, communicating and exhibiting material evidence of people and their environment, rather than making a commercial return. Accordingly, the Trust has designated itself as a public sector public benefit entity for the purposes of Public Benefit Entity Accounting Standards (PBE Standards).

BASIS OF PREPARATION

The prospective financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout the periods.

Statement of Compliance

The prospective financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

The financial statements comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable Financial Reporting Standards, as appropriate for Tier 2 public sector public benefit entities, for which all reduced disclosure regime exemptions have been adopted.

The Trust qualifies as a Tier 2 Public Sector PBE reporting entity as it is not publicly accountable and as for the two most recent reporting periods it has had between \$2m and \$30m operating expenditure.

The reporting period for these prospective financial statements are the years ending 30 June 2025, 30 June 2026 and 30 June 2027. The prospective financial statements are presented in New Zealand dollars, unless otherwise stated.

Measurement Base

The measurement basis applied is historical cost, modified by the revaluation of collection assets as identified in this summary of significant accounting policies. The accrual basis of accounting has been used unless otherwise stated.

Standards, amendments, and interpretations issued that are not yet effective and have not been early adopted

There are no standards, amendments, and interpretations, issued but not yet effective that have not been early adopted, and which are relevant to the Trust.

Significant Accounting Policies

Revenue

Revenue is measured at fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

Revenue from Non-exchange transactions

Revenue from non-exchange transactions arises from transactions that are not exchange transactions. In non-exchange transactions, the Trust either receives value from or gives value to another party without directly giving or receiving approximately equal value in exchange.

Approximately equal value is considered to reflect a fair or market value, which is normally commensurate with an arm's length commercial transaction between a willing buyer and willing seller. Many of the services that the Trust provides for a fee are charged at below market value as they are subsidised by Palmerston North City Council operational grant, sponsorship, government/non-government grants. Other services operate on a cost recovery or breakeven basis and are not considered to reflect a market return. Most of the Trust's revenue is therefore categorized as non-exchange.

This includes PNCC grants, transfers from government/non-government entities, donations, donated/vested and custodial collection items, sponsorship, in kind sponsorship, revenue from services supplied at subsidised price.

Specific accounting policies for major categories of revenue from non-exchange transactions are outlined below:

Grants

Grants received from PNCC are the primary source of funding to the Trust and are restricted for the purposes of the Trust meeting its objectives as specified in the Trust's trust deed.

Revenues from non-exchange transactions with Council/other government/non-government entities are measured at fair value and recognised when the event occurs and the asset recognition criteria are met, if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Trust and can be measured reliably. To the extent that there is a related condition attached that would give rise to a liability to repay the amount if conditions of the grant are not met, deferred income is recognised instead of revenue, and recognised as revenue when conditions of the grant are satisfied.

Rendering of services

Revenue from the rendering of services is recognised when the transaction occurs to the extent that a liability is not also recognised. For these transactions the revenue is recognised by reference to the stage of completion of the transaction at the reporting date.

All revenues from rendering of services are non-exchange, except for revenue from Venue Hire which is classified as exchange transaction.

Vested or donated physical assets

Where a physical asset is gifted to or vested in the Trust for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Such income is recognised when control over the asset is obtained, unless there is a use or return condition attached to the asset.

The fair value of vested or donated physical assets is determined by reference to the market value of comparable assets available.

'In Kind' Sponsorship

The Trust receives sponsorship 'in kind' by way of goods and services provided at discounted or nil charge. Where the fair value of these goods and services can be reliably measured, the income (and expense) is recognised as 'sponsorship - in kind' in the period in which the goods or services are received or there is a binding arrangement to receive the goods.

Volunteer Services

Volunteer services received are not recognised as revenue or expenditure as the Trust is unable to reliably measure the fair value of the services received.

Revenue from Exchange transactions

Sales of goods

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the Trust.

Interest Income

Interest income is recognised using the effective interest method.

Advertising Costs

Advertising costs are expensed when the related service has been rendered.

Borrowing Costs

Interest expense is recognised using the effective interest rate method. All borrowing costs are

expensed in the period in which they are incurred.

Depreciation and amortisation

Depreciation of property, plant and equipment and amortisation of intangible assets are charged on a straight-line basis over the estimated useful life of the associated assets.

Leases

Finance Leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Trust will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit over the lease term as an integral part of the total lease expense.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are presented within borrowings as a current liability in the statement of financial position.

Debtors and other receivables

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

A provision for impairment of a receivable is established when there is objective evidence that the Trust will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation, and default in payments are considered indicators that the receivable is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of an impaired receivable is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account for receivables. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due).

Financial Assets

Financial assets are categorised into the following four categories: financial assets at fair value through surplus or deficit; held-to-maturity investments; loans and receivables; and financial assets at fair value through other comprehensive revenue and expense. The classification depends on the purpose for which each investment was acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

The fair value of financial instruments traded in active markets is based upon the quoted market prices at the balance sheet date. The quoted market price used is the current bid price.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

The Trust uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows are used to determine fair value for the remaining financial instruments.

a) Financial Assets at Fair Value through Surplus or Deficit

This category has two sub-categories: financial assets held for trading, and those designated at fair value through surplus or deficit at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management. Derivatives are also categorised as held for trading. After initial recognition they are measured at their fair values. Gains or losses due to change in fair value are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

b) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets. After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

c) Held to Maturity Investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities and there is the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

d) Financial Assets at Fair Value through Other Comprehensive Revenue and Expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into this category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the

surplus or deficit. On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables, and held-to-maturity investments

Impairment is established when there is evidence that the Trust will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate.

For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits are recognised directly against the instrument's carrying amount.

Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

Inventories

Inventories held for distribution or consumption in the provision of services that are not supplied on a commercial basis are measured at cost (using the FIFO method), adjusted, when applicable, for any loss of service potential.

Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition.

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost (using the FIFO method) and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

Property, Plant and Equipment

Items of property, plant and equipment are stated at historical or deemed cost, less accumulated depreciation and impairment losses. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are presented net in the surplus or deficit.

Work in Progress

All assets constructed by Trust are initially recorded as work in progress. Work in progress is recognised at cost less impairment and it is not depreciated. Upon completion, these assets are transferred to their relevant asset class and depreciation commences.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised as an expense as they are incurred.

(a) Furniture, Equipment and Exhibits

Furniture, equipment and exhibits (excluding art and heritage collections) are valued at cost less accumulated depreciation and impairment losses.

Depreciation

Assets are depreciated on a straight-line basis at rates that will write off their cost less any estimated residual value over the expected useful life of the asset. The useful lives of major classes of assets have been estimated as follows:

Computer Hardware	1 to 5 years
Exhibitions	2 to 10 years
Furniture & Fittings	4 to 10 years
Leasehold Improvements	4 to 10 years
Office Equipment	4 to 10 years
Plant	4 to 20 years

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

(b) Collection Assets

As the Heritage Collection and Art Collection assets are intended to have an indefinite life, they are held in trust in perpetuity for the benefit of the public.

The Heritage Collection and Art Collection have not been depreciated, as it is the Trust's policy to maintain the collections in their current state, in accordance with the Trust's Collection Policies.

All additions to the Heritage and Art Collection are recorded at cost. These additions will be revalued in accordance with the Trust's Valuation Policy. Donated objects are recorded at fair value, or depreciated replacement cost, or nil value if considered unrealisable or irreplaceable.

Custodial Collection Assets are objects within the Heritage and Art Collections not formally owned by the Trust, where the Trust has assumed all the rights and obligations of ownership. Within the Heritage Collection this is limited to items on loan for an indefinite period, excluding works on loan from other Museums and Cultural organisations. In relation to the Art Collection, the nature of artworks and anecdotal evidence suggests that there is a high likelihood of request for return of loaned assets, irrespective of the loan period, therefore only items on loan from the Te Manawa Art Society Inc. are recognised as custodial assets. These assets are held and maintained by the Trust by agreement with the owners.

Revaluation

The Art Collection assets are revalued to fair value as determined from market-based evidence by an independent valuer. The most recent valuation was performed by *Art + Object* Auckland during January 2018. Trust's policy is to revalue the Art Collection assets every three years.

The Heritage Collections assets are revalued to fair value as determined from market-based evidence by an independent valuer. Trust's policy is to revalue the Heritage Collection assets every four years to ensure that their carrying amount does not differ materially from fair value.

All other asset classes are carried at depreciated historical cost.

Accounting for Revaluations

The results of revaluing are credited or debited to an asset revaluation reserve. Where this results in a debit balance in the asset revaluation reserve, this balance is charged to the surplus or deficit. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in a previous year surplus or deficit, will be recognised first in the surplus or deficit up to the amount previously expensed, and then credited to the revaluation reserve.

Intangible Assets*Recognition and measurement*

Intangible assets are initially measured at cost, except for Intangible assets acquired through non-exchange transactions (measured at fair value).

All of the Trust's intangible assets are subsequently measured in accordance with the cost model, being cost (or fair value for items acquired through non-exchange transactions) less accumulated amortisation and impairment, except for the items which are not amortised and instead tested for impairment such as Intangible assets with indefinite useful lives, or not yet available for use. The Trust has no intangible assets with indefinite useful lives.

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised in the surplus or deficit when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with development and maintenance of the Trust's website are recognised as an expense when incurred.

Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in surplus or deficit as incurred.

Amortisation

Amortisation is recognised in surplus or deficit on a straight-line basis over the estimated useful lives of each amortisable intangible asset. Amortisation begins when the asset is available for use and ceases at the date that the asset is disposed of.

The estimated useful lives are as follows:

Software: 1 to 7 years, Website: 3 to 5 years

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

Impairment of property, plant and equipment and intangible assets

For the purpose of impairment of Property, plant and equipment and intangible assets, which are carried at cost less accumulated depreciation and impairment losses, the Trust classifies its items of property plant and equipment and intangibles as non-cash generating assets, as these are not held with the primary objective of generating a commercial return, but rather for service delivery purposes and to deliver to Trust's public benefit objectives. Property, plant, and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use for non-cash-generating assets

For Trust's non-cash generating assets, value in use is determined based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash-generating assets

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets is the present value of expected future cash flows. The Trust does not currently hold property plant and equipment and intangible assets in this category.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

Creditors and Other Payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Borrowings

Borrowings are initially recognised at their fair value plus transaction costs, if any. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Trust has an unconditional right to defer settlement of the liability for at least 12 months after balance date or if the borrowings are not expected to be settled within 12 months of balance date.

Employee Entitlements

Short-term employee entitlements

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned to, but not yet taken at balance date. Sick leave has not been included, as the amount of accumulated sick leave that is anticipated to be taken in future periods is not considered to be material.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in 'finance costs.

Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for trade receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income Tax

The Trust is exempt from Income Tax by virtue of its charitable status.

Equity

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components.

- Trust's contributed capital;
- Retained earnings;
- Restricted reserves;
- Collections revaluation reserve;

Restricted reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Trust.

Restricted reserves include those which have specific conditions accepted as binding by the Trust and which may not be revised by the Trust without reference to the Courts or a third party (i.e. endowment funds). Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves restricted by Trust's decision. The Trust may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Trust.

Critical Accounting Estimates and Assumptions

In preparing these prospective financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Property, Plant and Equipment Useful Lives and Residual Values

The Trust reviews the useful lives and residual values of its property, plant and equipment annually. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires the Trust to consider a number of factors including the physical condition of the

asset, expected period of use of the asset by the Trust, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will impact on the depreciable amount of an asset, therefore impacting on the depreciation expense recognised in the surplus or deficit and the carrying amount of the asset in the statement of financial position. The Trust minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programmes;
- review of second-hand market prices for similar assets; and
- analysis of prior asset sales.

The Trust has not made significant changes to past assumptions concerning useful lives and residual values.

Public Benefit Entity Prospective Financial Statements (PBE FRS 42)

The Trust has complied with PBE FRS 42 in the preparation of these prospective financial statements. In accordance with PBE FRS 42, the following information is provided:

(i) Description of the nature of the entity's current operation and its principal activities

The Trust is a Council Controlled Organisation, as defined in the Local Government Act 2002. The Trust's principal activities are outlined within this Statement of Intent.

(ii) Purpose for which the prospective financial statements are prepared

It is a requirement of the Local Government Act 2002 to present prospective financial statements that cover 3 years and include them within the Statement of Intent. The purpose of the Statement of Intent is to state publicly the activities and intentions of Te Manawa for the year and the objectives to which these activities will contribute. Prospective financial statements are revised annually to reflect updated assumptions and costs.

(iii) Bases for assumptions, risks and uncertainties

The financial information has been prepared on the basis of best estimate assumptions as the future events which the Trust expects to take place. The Trust has considered factors that may lead to a material difference between information in the prospective financial statements and actual results. These factors, and the assumptions made in relation to the sources of uncertainty and potential effect, are outlined within this Statement of Intent.

(iv) Cautionary Note

The financial information is prospective. Actual results are likely to vary from the information presented, and the variations may be material.

(iv) Other Disclosures

These draft prospective financial statements have been authorised by the Board on 18 January for delivery to the Palmerston North City Council. The Trust is responsible for the prospective financial statements presented, including the assumptions underlying prospective financial statements and all other disclosures. The Statement of Intent is prospective and as such contains no actual operating results.



Museum of Art, Science and Heritage
326 Main St, Palmerston North 4410
Private Bag 11055, Palmerston North 4442
Aotearoa, New Zealand

26 January 2024

Palmerston North City Council
Submission to Long Term Plan

Tēnā koutou katoa,

Re: Te Manawa submission for increase in baseline funding

Thank you for the opportunity to submit our proposed funding request as part of the City's long-term plan. We have considered very carefully the amount requested against our strategic objectives, the current economic environment, and our ongoing commitments to providing our valuable services to the people of Palmerston North and Manawatū.

The grant for the 2024-2025 year, shown in the budget submitted with the Statement of Intent, was \$3,681,899. Te Manawa has revised its requests for a baseline funding increase in lieu of additional funding pressures faced by PNCC.

We are honest and open about the challenges we face with our current facility and the inefficiencies that arise when having to work around those.

We continue to look forward to a new or rejuvenated facility in the future that can enable the improvements we wish to see through, and we have set our next year's Statement of Intent with some thoughtful re-prioritising of our targets.

We respectfully ask Council to consider a baseline funding increase of \$151,700 in year one.

The requested increase to the baseline grant covers the expected increases to payroll arising from the implementation of Strategic Pay in line with PNCC. This helps us offer employment and remuneration in a specialised and competitive industry that attracts top talent to live and work in our city.



The requested increase does not cover our overall budgeted expenses going forward. Te Manawa is committed to seeking other sources of revenue to fulfil its mission and obligations as set out in its Trust Deed and agreed Statement of Intent. From year two we are asking for an additional \$80,000 that can ensure a strong focus on prioritising our work.

It is no secret that Te Manawa urgently needs to upgrade and replace our semi-permanent offerings, which were installed as part of a multi-million-dollar upgrade in 2010. The spaces need a total overhaul including new content, furniture, exhibits and interactives. The cost of making substantial changes to our semi-permanent spaces cannot be absorbed by our current funding levels alone.

This means that even though we are working towards a new cultural precinct and are yet to engage in more discussions and planning around that, it would be remiss to lose our ambition and place the Museum in a 'holding pattern' when challenges can be met, and improvements can still be made – even if we have had to reprioritise these due to cost.

We are grateful for the ongoing support of Palmerston North City Council.

Thank you for your consideration.

Ngā mihi nui

Susanna Shadbolt
Chief Executive

COMMITTEE WORK SCHEDULE

TO: Culture & Sport Committee

MEETING DATE: 7 February 2024

TITLE: Committee Work Schedule

RECOMMENDATION TO CULTURE & SPORT COMMITTEE

1. That the Culture & Sport Committee receive its Work Schedule dated February 2024.

COMMITTEE WORK SCHEDULE – FEBRUARY 2024					
Item No.	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction/ Clause number
1.	TBC	Scope and cost of a needs assessment for performance spaces	Chief Planning Officer / Chief Customer Officer	To be addressed via LTP	Council 31 May 2023 Clause 88.16-23
2.	February 2024	Draft Statement of Intent 2024-2027 – Te Manawa	Acting CE Unit Manager		Terms of Reference
3.	March 2024	Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)	Chief Customer Officer		22 November 2023 Clause 43-23
4.	March 2024	Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts)	Chief Customer Officer		22 November 2023 Clause 43-23

5.	March 2024	Six Month Performance Report – The Globe and The Regent	Acting CE Unit Manager		Terms of Reference
6.	March 2024	Draft Statement of Intent 2024-2027 – The Globe and The Regent	Acting CE Unit Manager		Terms of Reference
7.	June 2024	Rural Games – annual presentation	Acting CE Unit Manager		Council 31 May 2023 Clause 88.11-23
8.	June 2024	Final Statement of Intent 2024-2027 - Te Manawa, The Globe and The Regent	Acting CE Unit Manager		Terms of Reference
9.	June 2024	Development of conservation plan for Caccia Birch House and property, costed and included in the CBH Masterplan programme of work for 2023/24	Chief Infrastructure Officer		Council 2 June 2021 Clause 50.5-21
10.	June 2024	Annual report from PN Public Sculpture Trust	Chief Customer Officer		Council 29 April 2019 Clause 36.4
11.	June 2024	Annual progress report on the development of heritage themes, including military heritage, across Council programmes	Chief Planning Officer		10 August 2022 Clause 17.2
12.	September 2024	Annual report on Maintenance and Renewal Plans and Budgets for	Chief Infrastructure Officer		25 June 2018 Clause 19.2

		Cultural Facilities			
13.	September 2024	Statement of Expectations 2025/28 – Te Manawa, The Globe and The Regent	Chief Customer Officer		Terms of Reference
14.	September 2024	Play Policy Annual Implementation Monitoring Report	Chief Customer Officer		14 April 2021 Clause 12-21
15.	September 2024	Annual Report 2023-2024 – The Regent, The Globe, Te Manawa	Acting CE Unit Manager		Terms of Reference
16.	November 2024	Annual Report: Sport Manawatū 2023/2024 to Palmerston North City Council	Chief Planning Officer		Terms of Reference
17.	June 2025	Review of in-house service delivery of Caccia Birch House	Chief Customer Officer		Council 2 June 2021 Clause 50.7

ATTACHMENTS

NIL