



13 December 2021

Rosemary Protheroe
Chair, Tauranga Art Gallery Trust
108 Willow Street
Tauranga

By email: rosemary.protheroe@gmail.com

Tēnā koe Rosemary

Letter of Expectation from Tauranga City Council to Tauranga Art Gallery Trust for 2022-2023

We acknowledge that the past 12 months have once again been a challenging time for the Tauranga Art Gallery, with the ongoing uncertainty of COVID. Council recognises the difficulties this creates, particularly in the arts and culture sector, and we would like to commend you, your Board and the Art Gallery team for the huge effort and dedication that you have all shown this year.

We have had good dialogue over the past ten months and, while some of the Tauranga Art Gallery Trustees are still relatively new, we are heartened by the Board's commitment to building strong relationships and aligning the organisation more closely to Council's expectations.

As Tauranga's Commissioners we are privileged to hear from our community. The biggest part of our work programme to date has been the adoption of Tauranga's Long-Term Plan for 2021-2031, where we listened to iwi, business, community leaders and residents expressing their aspirations for the future of Tauranga Moana. We expect that Tauranga Art Gallery Trust (TAGT) will continue to be part of these conversations as we develop our City Vision and further strategic direction for Tauranga city.

The decisions adopted affect the social, cultural, environmental and economic well-beings of Tauranga – now and in the future. An overwhelming sentiment was for council to deliver more investment into the community, and the commitment we made is to "put the community at the heart of everything we do".

Community outcomes

Council's community outcomes are the starting point for our Long-term Plan and guide our decision-making. We have chosen three specific outcomes for TAGT to include in the development of your Statement of Intent (SOI):

- **We have a well-planned city** – Tauranga is a city that is well-planned, with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities. More specifically, our expectation is that TAGT continues to be fully engaged in and contribute to the development of the civic precinct masterplan, which will have a significant and positive impact on our city centre. This will become especially important as we move towards seeking public support and, most importantly, funding for this project.
- **We are inclusive** – Tauranga is a city that recognises and promotes partnership with tangata whenua, and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy. It's pleasing that the boards of our council-controlled organisations are keen to embrace the opportunity for mana whenua representation at the board table. We look forward to working together on these appointments in January 2022.
- **We recognise we are an integral part of the wider Bay of Plenty region and upper North Island** – Tauranga is a well-connected city having a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region.

Accountability and Transparency

Council is required to provide accountability for the public funds that it provides across the business, and for not-for-profit organisations. This requires a high level of transparency and is particularly important for those entities that have a mix of commercial and publicly funded activities. Transparency requires visibility of funding to ensure that it has been used for intended public-good outcomes. In particular, we would like to see the Board work towards having more public oversight.

We understand that the TAGT Board has already commenced work on the development of sponsorship and fundraising strategies, with a new Business Development Manager role funded by Council through the recent Long-term Plan 2021-2031 process. We expect that this, along with the living wage, will be implemented across 2022-2023.

We would also like to see TAGT identify opportunities to deliver operational efficiencies through shared service delivery models with Council and look forward to seeing the results of this in the coming year.

Purpose and values

In addition, Tauranga City Council has an overarching purpose statement and values that we expect our staff to observe, which should also guide how staff of our council-controlled organisations are expected to work with Council and for the community, and should be incorporated into your accountability documents:

Our purpose – we're here to make Tauranga better

Our values:

- pono/integrity – *we do what we say we will do*
- manaakitanga/respect – *we listen to all views and show we care*
- whaia te tika/service – *we do the right thing for our community and each other*
- whanaungatanga/collaboration – *we work together and create connections.*

Through our governance-to-governance meetings we have begun the mahi of building strong relationships and can expect to continue this in the coming year. The Pedersen Review (2020) recommended “*that the concept of the Council and its council-controlled organisations being part of a ‘Tauranga City Council Group’ that has common desired community outcomes, be the overarching principle of accountability documents and interactions between the respective organisations.*”

We have included a Statement of Intent template with this year’s Letter of Expectation, to provide clearer guidance to our council-controlled organisations, and to ensure greater group consistency.

We also expect that you will work with us and our other council-controlled organisations on the development of a Tauranga city brand, as well as the implementation of our city events strategy once it has been adopted.

In the meantime, Council expects all council-controlled organisations to actively seek opportunities to utilise the Tauranga City Council logo and seek to promote them as the main contributors to operating costs.

Board professional development

Council has a role in providing training including the induction for new board members. Other training which has more recently been offered includes *Te Kete ā Rohe: Cultural Connections* and we are delighted that many of TAGT’s trustees have taken up this enriching opportunity.

Tauranga City Council will provide additional training in 2022, including *Openness and Transparency (Office of the Ombudsman)* and *Managing Risk, Improving Trust and Confidence (Office of the Auditor General)*. These half-day sessions are tailored around council-controlled organisations and offer examples from around the country.

COVID-19 - Health, Safety and Wellbeing

The Commissioners take heart in the work that our council-controlled organisations have delivered under the strain of the COVID-19 global pandemic. It is essential that our business continuity plans are

updated to include contingency strategies, including the legislative responsibilities for keeping people safe while providing services that deliver to the social wellbeing of our community.

Statement of Intent

Council expects that the strategic priorities contained in this Letter of Expectation will be reflected in TAGT's Statement of Intent and supported by performance indicators measures where appropriate. In particular, we would like to see TAGT begin work on developing a measure for the social and cultural wellbeing impact of your programmes and services on our communities. The Commissioners are keen to see how TAGT will use these measures to tell the story of that value back to Council and the community, through their Statement of Intent and reporting documents.

There are still challenges ahead but the Commissioners believe that by working collaboratively, with a shared approach, goals and culture, the Tauranga City Council whānau can deliver best value for money, high-quality and cost-effective outcomes, and services for our community.

Thank you again for your contribution to this process. We look forward to receiving your draft Statement of Intent by 1 March 2022 and to working together next year and beyond.

Ngā mihi

Anne Tolley

COMMISSION CHAIR

Cc: Stephen Cleland, Tauranga Art Gallery Director - director@artgallery.org.nz