

Te Pane o Mataoho

Mangere Mountain Education Trust

DRAFT

Statement of intent 2017-20

March 2017



Final draft for submission

He Mihi

Ka ū anō ngā tai o Rehu o Tiu

E Rongo, tūria ki te matahau

Tū te winiwini

Tū te wanawana

Tihewa mauri ora

Ko ia te tīmatanga o te whakaaro nui

Ko te wehi ki tō tātou Atua

Ko ia hoki te tīmatatanga me te whakamutunga o ngā mea katoa

He whakahōnore nei i te ingoa o tō tātou Kīngi Tuheitia

E noho ake nei i runga i te ahurewa tapu o ōna mātua me ōna tūpuna

Ka huri a tātou mihi ki ngā tini mate kua hinga

Kua wehe atu nei ki tua o te ārai, ki te wāhi ngaro

Ki a rātou haere, haere, haere

Ēngari ki a tātou

Ki ngā kanohi ora e tau nei

Tēna koutou, tēna koutou, tēna koutou katoa

This mihi was gifted to Te Pane o Mataoho - Mangere Mountain Education Centre by Te Waiohūka kaumatua the late Maurice Wilson. It acknowledges the physical, cultural and spiritual landscape surrounding Mangere Mountain; the creator, God; the Kingitanga; those loved ones who have gone beyond the veil; and finally, we the living, the legacy of those who have gone before us.

FOREWORD

The Mangere Mountain Education Trust is an Auckland Council Controlled Organisation (CCO) binding together the shared heritage and educational interests of the Council, and Manawhenua te Waiohua. Since 2015, much energy has been put into successfully renewing the governance level of the CCO. In that period, the Department of Conservation has resigned as a Trustee Appointer to the Board, and iwi representation remains vexed. The Centre management structures and capability have been systematically overhauled and better equipped to undertake the heritage management and educational tasks of the Trust. It is with pleasure that I welcome Mr Simon Kozak to lead that team as General Manager.

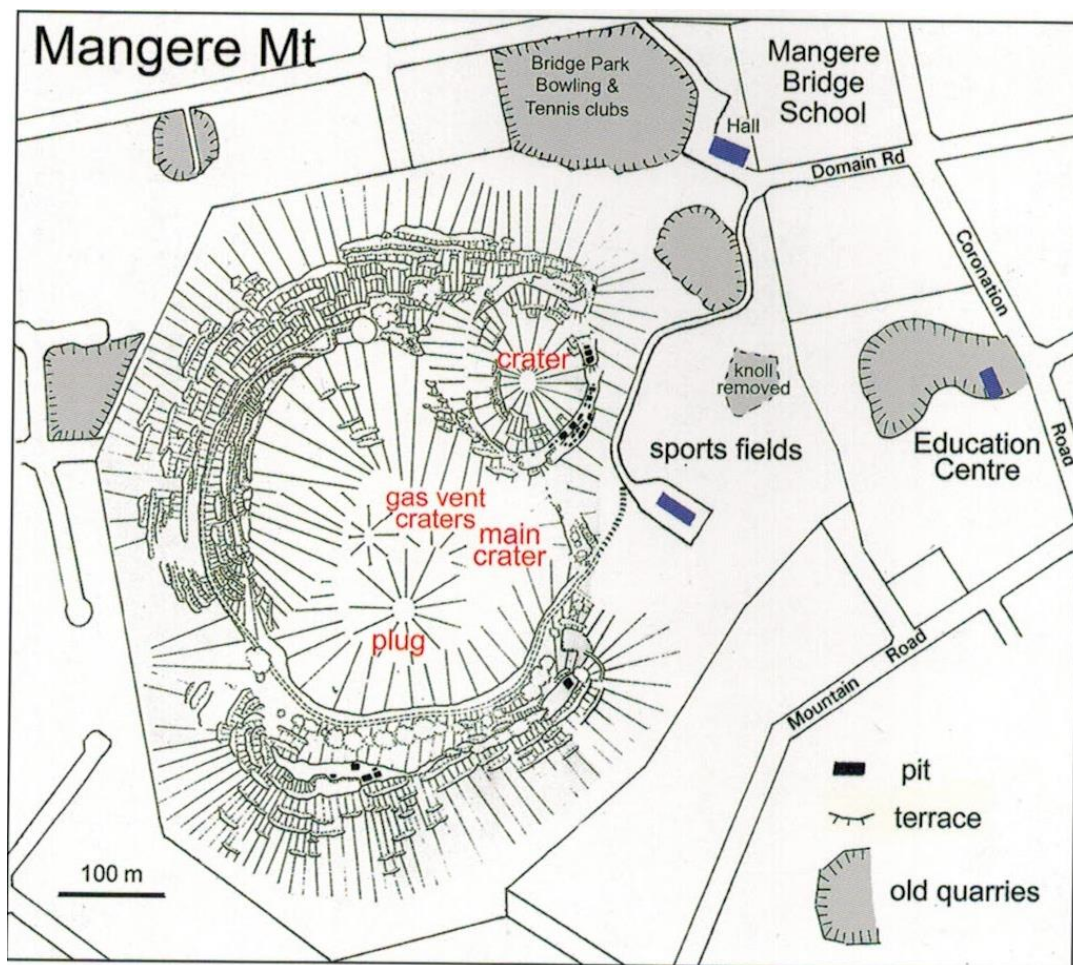
The Board and the Centre are now re-energised and focussed on delivery of the centre's core education programmes, and developing new initiatives based on our growing knowledge and understanding of the traditional history and resources of this maunga and its surrounds. That focus will fall increasingly on those initiatives that assist the restored traditional owners of this Maunga to manage this exceptional heritage site, and to underpin the application by the Government to UNESCO to recognise the Tamaki Makaurau Volcanic Field as a World Heritage Site in both the cultural and natural feature categories. It is anticipated that these foci, will also result in a widening of the centre's educational audience, and a widening of the topics covered.

The Mangere Mountain Education Trust is not, however, a completely free agent to pursue a self-invented agenda. It exists to carry out the objectives of its partners – the Council and Mana whenua (with some oversight by the Crown through the Department of Conservation). These are not conflicting objectives, but rather common, but differentiated ones. The Trust has listened carefully to its partners over the course of the last year, and still needs an on-going dialogue with them each to retain relevance and innovation to meet their needs. We look forward to continue working with both the Governing Body of Auckland Council and with the Mangere-Otahuhu Local Board to make this place relevant and inspiring to the people who see it every day. We look forward to working effectively and meaningfully with Te Waiohua for whom this place is inseparable from identity and whakapapa.

The Draft Statement of Intent will be discussed to get approval and support at an advertised public meeting held at the centre in May 2017.

Graeme Campbell
Chairman
Mangere Mountain Education Trust
9 March 2017

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1. PURPOSE OF STATEMENT OF INTENT

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Mangere Mountain Education Trust for the next three years, and the objectives that those activities will contribute to. This SOI includes performance measures and targets as the basis of organisational accountability.

2. ABOUT MANGERE MOUNTAIN EDUCATION TRUST

From the mid-1990s Te Waiohū Trust representing mana whenua of Te Pane o Mataoho (Mangere Mountain), The Department of Conservation, representing the Crown and Manukau City Council worked together to establish an educational and visitor facility on reserve land at Mangere Mountain for the benefit of the public. Later these groups were joined in partnership by the Auckland Regional Council. In 2003 these parties established the Mangere Mountain Education Trust as a non-reporting Council Controlled Organisation (CCO) to manage the centre and to continue to pursue the established educational objectives in relation to the facilities, the maunga itself and the surrounding cultural landscapes. In 2010 the CCO was absorbed into the new Auckland Council governance structure. In 2014 the management and control of the adjacent Crown –owned reserve lands was transferred to the Tupuna Maunga o Tamaki Makaurau Authority in terms of Nga Manawhenua o Tamaki Makaurau Collective Redress Act 2013. In 2014 the decision-making powers of Council in relation to their Mangere Mountain reserves (including the site of MMET) were transferred to the Mangere-Otahuhu Local Board (AC Resolution PAR 2014/106). In 2016 the Department of Conservation became a lapsed Trustee Appointer. Financial responsibility was also delegated to the Mangere-Otahuhu Local Board. MMET holds a lease from the Mangere-Otahuhu Local Board for the centre and land it occupies.

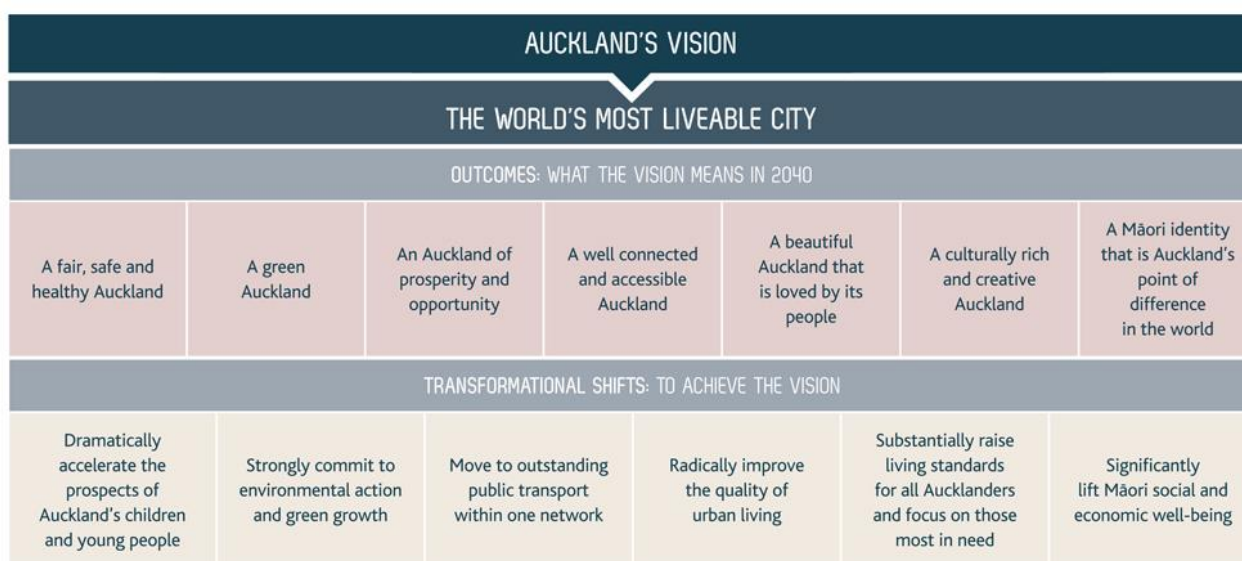
Mangere Mountain is a 106m high scoria cone, and the best preserved in the Auckland volcanic field. It has a whole suite of volcanic landforms and features, which illustrate the processes characteristic of Tamaki Makaurau. Te Pane o Mataoho has been occupied by Maori from their earliest arrival, and was a central feature of dense “urban” and agricultural settlement stretching to Otuataua and Matukutururu. The Mangere Mountain Reserves are a complex of more than 20 contiguous allotments covering nearly 40ha controlled variously by the Maunga Authority, the Council Governing Body and the Mangere Otahuhu Local Board. MMET occupies a Council-controlled Local Purpose Reserve, adjacent to the main Historic and Recreation Reserves.

The Trust now has two decades of experience in delivering high quality information and educational programmes based at the centre, on the mountain and its surrounds. The target audience for these programmes has been preschool, primary and secondary school, tertiary students, community groups and families having out of classroom, discovery-led programmes of hands-on workshops, guided walks, displays, demonstrations and research. The growth in participation since 2014 has been more than 65% to More than 5000 in this year. Over the next three years it is intended to grow this audience, and build the educational support base for the centre. One of the new facilities recently commissioned is King Taawhiao’s cottage - restored and relocated by volunteers on a site adjacent to the centre. The cottage will become a focal point for new learning activities associated with the history and events in the locality in Taawhiao’s time.

3. CONTRIBUTION TO THE WORLD'S MOST LIVEABLE CITY

The volcanic landforms that shape urban Auckland set this city apart from all others and are a record of the physical and cultural processes that in the aggregate originally gave to this place its own recognisable character. Te Pane o Mataoho - Mangere Mountain - is one of the richest of those heritage features, and today one of the most intact. The job of the Mangere Mountain Education Trust is to make this maunga and its surrounds, knowable, accessible and respected by residents and visitors alike, so that they understand quintessential Tamaki Makaurau.

The Auckland Plan is the Council's roadmap to deliver on Auckland's vision to be the most liveable city. This is a thirty year plan that is under-pinned by a set of outcomes and transformational shifts to achieve this vision which help ensure we focus on the right things.



The Auckland Plan sets strategic direction and transformational shifts to achieve actions, targets and outcomes that are required to achieve the vision to be the world's most liveable city. The Mangere Mountain Education Trust plays a part in delivering on actions and targets. In particular, the Mangere Mountain Education Trust's actions which contribute to the shifts are outlined in the table below:

Auckland Plan	contribution	How MMET contributes
Maori social and economic wellbeing	primary	MMET contributes to the investigation, recording, interpretation and dissemination of information about the culture and heritage of Mangere Mountain and its environs.
Children & young people	Primary	Outside the classroom, discovery leaning-led educational programmes, field trips, guided walks and displays
Environmental action & green growth	Primary	Outside the classroom, discovery learning-led educational programmes, field excursions, gardens and exhibitions. Research and publication s related to the heritage of Mangere Mountain.
Outstanding public transport	N/A	
Quality urban living	Secondary	Adds a layer of heritage, cultural and environmental richness to life in Auckland
Raised living standards	Secondary	Understanding of the Mangere Mountain heritage adds to quality of life, and local pride

In addition to the region-wide aspirations to create the world’s most liveable City, The Mangere-Otahuhu Local Board have articulated the outcomes they seek in order to achieve the City vision in their local area, in their Local Board Plan. There is a close alignment between those outcomes and the objectives and actions of the Mangere Mountain Education Trust, as shown in the following table: (to be revised when revised 2017 outcomes are approved)

Mangere Otahuhu Local Board Plan outcomes	MMET contribution	How MMET contributes
The heart of Maori and Pasifika arts and culture	primary	MMET makes a strong statement about the Maori identity of Mangere and some Pasifika underpinnings of that, along with the importance of understanding the cultural traditions and history, which give this place its own distinctive identity and significance.
A strong local economy.	primary	MMET is a business. It employs skilled and knowledgeable locals. It creates jobs in its field and in related fields.
A place where environment and culture are protected, enhanced and preserved.	primary	Mangere Mountain is a spectacular heritage site of national significance. MMET helps protect and understand this place, and it teaches respect and the need to care for this treasure.
A well connected area.	secondary	The Education Centre is easily accessible. MMET will advocate for the inclusion in Te Araroa National Walkway
A range of facilities to meet diverse needs.	primary	The Education Centre facilities are open to the public, and available for their enjoyment and learning about Mangere
A place where communities thrive and belong.	primary	The Education Centre is a safe place to learn about and explore the distinctive landscape and cultures that make Mangere liveable and special

4. MMET STRATEGIC OBJECTIVES

The objects of the Māngere Mountain Education Trust are to:

- a. undertake and facilitate the study of Māngere Mountain and its related environs including, without limitation, its natural, historic and cultural values (both before and after European settlement) and spiritual significance to the Tangata Whenua
- b. manage, promote and maintain the Education Centre for the purpose of:
 - (i) providing environmental and bicultural education programmes for young people and the wider community about the natural, historic and cultural values of Māngere Mountain and its related environs
 - (ii) making resources relating to Māngere Mountain, and its related environs that have natural, historical, cultural and spiritual associations with Māngere Mountain, available to teachers, students and other interested members of the public
- c. provide information and assistance to the Tupuna Maunga o Tamaki Makaurau Authority, Auckland Council and the Mangere-Otahuhu Local Board in the formulation of any Reserve management plan(s) or conservation policies for each of the Māngere Mountain Reserves
- d. support and contribute - but always with the agreement of the Tupuna Maunga o Tamaki Makaurau Authority and Council / Mangere Otahuhu Local Board - to the protection and enhancement of the Mangere Mountain Reserves in accordance with any Tupuna Maunga Integrated Management Plan or other plans for those reserves, for the general benefit of the Māngere community and public at large.
- e. [In carrying out the objects of the Trust, the Trustees acknowledge that te Tupuna Maunga o Tamaki Makaurau Authority in some cases, and the Auckland Council Governing Body or the Mangere-Otahuhu Local Board, in others have the ultimate statutory authority for the administration of each of the Mangere Mountain Reserves.]

5. THREE YEAR WORKPLAN TO DELIVER ON STRATEGIC DIRECTION

The following are the key initiatives/projects to deliver on MMET strategic objectives:

Key project and initiatives	Description	Output	Contribution to Strategic objectives
1. Prepare a 10-year strategic plan for MMET	Approve strategic plan to underpin annual SOI, funding applications and accountabilities. Review and provide for updates.	Final version to be completed by 2018 New projects to Business Plan Review annually in time for inclusion of new directions in each SOI	Good governance and accountability mechanisms
2. Governance Review of MMET	Review the Trust Deed to reflect changed status as a CCO, to better reflect the relationships with the Tupuna Maunga o Tamaki Makaurau Authority, Mangere – Otahuhu Local Board, and Manawhenua, and to review the membership of the Trust and their mode of appointment.	Conduct the review by December 2016 (undertaken) Submit for Auckland Council approval of and implementation of changes by August 2017	Good governance
3. Relationship management	Identify key institutional relationships to be managed including <ul style="list-style-type: none"> • Te Waiohua and local Marae • Auckland Council Governing Body • The Mangere Otahuhu Local Board • Te Tupuna Taonga Trust • Te Tupuna Maunga o Tamaki Makaurau Authority • National Agencies including DOC and MCH • Schools and other educational partners • Waikato Tainui • Strategic alliances with other visitor attractions and commercial stakeholders 	Each institution invited to contribute to strategic planning Regular follow-up meetings with each institution from July 2017 Relationships section to be included in SOI from 2017 (See below) to report on our strategic alliances with key third party stakeholders List of key institutions to be reviewed annually	Good governance and institutional effectiveness

Key project and initiatives	Description	Output	Contribution to Strategic objectives
<p>4. Deliverables programme</p>	<p>Learning outside the classroom (LOTC) educational programmes on Mangere Mountain and environs</p> <p>History, Environment Pre-European life Gardening, fishing and food research and establish flax gardens</p> <p>Archaeology and history– Mountain Report (2017) King Taawhiao’s cottage Reserve Management planning Facilitating research Volunteer programmes</p>	<ul style="list-style-type: none"> • Prepare a plan and performance measures for each element of the programme. • Extend the target audiences for elements of the education programme.2017 • Increase programme participation from 3100 in 2014-15 to 5000 in 2017-18 Review targets in 2018. • Participate fully in the Reserves Act Management planning being conducted by Tupuna Maunga o Tamaki Makaurau Authority with respect to Mangere Mountain Reserves. • Outline historic programme inspired by Tawhiao’s cottage and that period by April 2017. Initiate programme 2018-19 • Complete Archaeology Report December 2017. • Publish report by July 2018. • Develop programmes for implementing spring of 2018. • Investigate and if appropriate establish flax gardens 2018 	<p>Contributes directly to objectives (a) (b) (c) and (d)</p>
<p>5. Strategic Alliances</p> <ul style="list-style-type: none"> • Nestle Foods Ka Tuna Ka Ora programme • Stardome-tailored inbound education and visitor programmes • MOTAT-outbound outreach programmes and in bound education and visitor programmes 	<p>Identify and work with strategic partners who are aligned with the spirit of the Trust, to ensure we can achieve its objectives</p> <p>Partners have been selected because they</p> <ul style="list-style-type: none"> • Enhance and amplify our brand presence • Embed MMEC as a viable visitor destination • Augment delivery of our education programmes • Drive visitation • Develop new programmes and products • Build revenue 	<ul style="list-style-type: none"> • MOU's with key partners • New programmes that we can market to the education sector • New visitor programmes • Partner funded marketing • Partner funded implementation resources • Partner funded human resources • Accountable increases in participation numbers, defined as new participants that would not have otherwise participated • Accountable increases in revenue -defined as new revenue streams that are incremental • Increase in brand health and awareness -measured by consumer unprompted and prompted response 	<p>Contributes directly to objectives (a) and (b)</p>

Key project and initiatives	Description	Output	Contribution to Strategic objectives
6. Capital programme <ul style="list-style-type: none"> Taawhiao's cottage 	Council building project. Building transferred to MMET, but not yet completed or open	Complete building project to Council standards Open for use	Use as focal point for local history and events in Mangere in nineteenth century

Specific projects delivering on Māori outcomes

Key project and initiatives	Description	Contribution to Māori outcomes
All projects/initiatives	All projects contribute to a better understanding of the cultural and sacred importance of Te Pane o Mataoho to Manawhenua .	The expression of mana, of identity and of well-being
New Programmes	All programmes (Reserve Management, Tawhiao, Flax, Archaeology and partnership) to be developed with hapu input and to illuminate traditional hapu perspectives.	Strengthen Te Waiohū involvement in the design and delivery of programmes relating to their rohe and history

Relationship Management

MMET is building relationships with key stakeholder partners that can benefit the stated objective of the organisation and enhance its stated key deliverables noted on page 5 of the half year report called "Relationships, Reputation , Marketing, Sales and participation engagement" .

- Our strategy is to build relationships with key stakeholders within targeted influencer groups that can commit resources, skills and expertise to variously: Enhance and amplify our brand presence, by association embed MMEC as a viable visitor destination, augment delivery of our education programmes, drive visitation, develop new programmes and products and build revenue
- Criteria for a partner is that they must contribute from skills, funding and other resources, marketing and communication channels, reputation, community participation and support

Current Partner Clusters

Education	Mangere Bridge Primary School Onehunga High School Manukau Institute of Technology
Community	Makaurau Marae, Pukaki Marae Te Puea Marae Counties Manukau Sports
Government	Mangere and Otahuhu Local Board, Department of Conservation, Auckland Council Community Empowerment Unit, Regional Facilities Auckland, ATEED
Sponsorship and Funding	Mangere and Otahuhu Local Board, Department of Conservation, Auckland Council Community Empowerment Unit, Regional Facilities Auckland, ATEED
Tourism	MOTAT – mutual outreach with its education teams Stardome- mutual outreach with its education teams Auckland Maritime Museum – artefact loan and education engagement
Media	Tomahawk Tourism Marketing – appointed agency partner
Tourism	-

6. PERFORMANCE OUTLOOK

MMET has an agreed set of performance measures and targets which form the basis for accountability to delivering on council's strategic direction, priorities and targets.

Service Level Statement	Measure	2015/16	2016/17	2017/18	2018/19	2019/20
Prepare a plan and performance measures for each element of the LOTC programme	Plan measures developed and agreed by key partners and stakeholders	Plan developed	Plan agreed	Plan implemented	Implement plan	
Extend the target audience for elements of the programme	Retain ECE, primary, intermediate levels, but add Mangere Bridge Schl Expand senior secondary scl , y 12/13 Expand tertiary level and research	Identify key audiences and programme development partners	Prepare audience specific educational plans	Implement plans	Implement plans	
Increase programme participation	Number of participants in programmes	Set segment targets	Revise 2018/19 target*	5000 Revise 2020 target		
Participate fully in the Tupuna maunga Integrated Management Plan with respect to Mangere Mountain Reserves	Mangere Mt reserves properly represented in integrated plan as distinctive place and as an outstanding part of a congregation of maunga features, notable for their origin, morphology, cultural history and sacred importance. Support World Heritage status for the whole field	Lodge submission on Draft IMP 4 th Quarter	Submissions on Plan. Promote Reserves Act Management Planning of Maunga. Review status and management of local purpose Reserve	Focus on promoting application for World Heritage status. Submissions to AC and Government. Consider recommending Status change for LP Reserve	Add value to WHA status application	
Conduct active research programme to support teaching and understanding of Te Pane o Mataoho	Publish reports on archaeological and historical accounts of Te Pane o Mataoho	Secure funding contract (DOC), Establish research team. Scope content	Edit and publish work	Develop appropriate teaching materials	Implement teaching outcomes. Direct findings to WHA application.	
Leverage participation and money through Strategic Alliances	Conduct at least four major alliance events per year			Events with Stardome Motat Nestle	Set future targets in SOI based on experience	continue

7. SUMMARY OF FINANCIALS

FY2016/17 has been a year of investment, with the recruitment of MMET's new General Manager and a focus on turning Mangere Mountain Education Centre into a premier education and recreational destination. The battatched Budget shows how this shift is bein prudently managed.

The partnerships and profile that have been created are reaping returns already as visitor numbers and school interest continues to grow. While this will increase revenue, there is a practical cap on what we can charge visitors, those wishing to hire the facilities and schools for the educational programmes, especially as we wish to continue to be accessible to the local community and lower decile schools.

To address this, a sponsorship programme has been developed which over time we anticipate will drive a large proportion of MMET's revenue. The partnerships developed by the General Manager with private enterprise and other Council Organisations will be a significant determinant of MMET's success. We continue to anticipate a drawing of accumulated cash reserves for the next two years as revenue increases, in order to maintain and grow the capability required to run an effective organisation.

As previously mentioned, in February 2016, the Department of Conservation advised the Trust that it was no longer in a position to provide annual operating funding for the work of the Trust (\$5000pa). It did provide a grant for contract research to be carried out, but this left a gap in our funding. The Auckland Council Long Term Plan includes provision for the Council Grant until 2023. These grant funds have been applied to achieving the objectives of the Trust as set out in an annual Services and Funding Agreement negotiated between the Council and the Trust.

We are working closely with Council and the Local Board to evaluate if there are other revenue streams that can increase accessibility. To remain and grow as a destination of value for Aucklanders and visitors, we will need to ensure we have committed funding lines.

There are some risks in this approach, and we will need to monitor our reserves tightly against the expected revenue growth. Performance in this area will be carefully monitored, and costs and benefits assessed. Additional funding to develop interpretive materials and resources for the Centre would assist in achieving targets.

Below are the agreed budgets for 2017-18 and the following two years.

Mangere Mountain Education Trust Budgets

Operating expenditure (\$ thousands)	2017/18 LTP	2018/19 LTP	2019/20 LTP
Personnel costs	\$256,000	\$261,100	\$266,300
Other expenses	\$65,670	\$61,460	\$64,270
Interest	\$310	\$320	\$330
Depreciation	\$19,530	\$19,660	\$8,290
Total Operating Expenditure	\$341,510	\$342,540	\$339,190

Operating expenditure to be funded	\$321,980	\$322,880	\$330,900
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Funded by income (\$ thousands)	2017/18 LTP	2018/19 LTP	2019/20 LTP
External grants and other revenue	\$145,800	\$239,200	\$244,200
Auckland Council funding	\$94,000	\$94,000	\$94,000
Total revenue	\$239,800	\$333,200	\$338,200
Surplus/ (deficit)	-\$101,710	-\$9,340	-\$990

Capital Expenditure (\$ thousands)	2017/18 LTP	2018/19 LTP	2018/19 LTP
Growth	\$5,000	\$5,000	\$5,000
Level of service	\$0	\$0	\$0
Renewals	\$3,000	\$3,000	\$3,000
Total capital expenditure	\$8,000	\$8,000	\$8,000

Asset base:

Representing assets of (\$ thousands)	2017/18 LTP	2018/19 LTP	2018/19 LTP
Accounts receivable	\$1,500	\$2,000	\$2,000
Cash at Bank	\$17,970	\$20,290	\$19,590
Fixed assets (net of depreciation)	\$56,070	\$44,410	\$44,120
Total Assets	\$75,540	\$66,700	\$65,710

8. APPROACH TO GOVERNANCE

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual which sits alongside this SOI and also forms part of the annual binding agreement between Council and the Mangere Mountain Education Trust.

Auckland Council CCOs are required to hold public Board meetings. In particular two public meetings are required for the following purposes:

<i>purpose</i>	<i>date</i>	<i>Form of public notification</i>
Consider shareholder (AC) comments on draft SOI	May	MMET Website invitation Manukau Courier public notice Notice to other partners in Trust Board
Consider performance against SOI targets	February	MMET Website invitation Notice to other partners appointing Trustees

Reporting

This Draft Statement of Intent was submitted to Auckland Council in March 2017 and will be revised based on feedback from Council and stakeholders at a consultation meeting in May. The final draft, based on further stakeholder feedback will be delivered by 30 June 2016. The Council is required to approve the Statement of Intent by 1 August 2016.

A Draft half yearly Report, and draft annual report will be available within 4 weeks of the respective financial periods. These reports will contain the information necessary to enable an informed assessment of the Trust's performance in comparison with this Statement of Intent.

MMET aspires to be a high quality, high performance Trust that leads innovative, relevant practice in understanding and knowing the natural, cultural and historical landscapes of Tamaki Makaurau.

The Trust is committed to maintaining an open, co-operative and harmonious relationship with the Auckland Council, Department of Conservation and Manawhenua, Te Waiohau.

GOVERNANCE

Since 1995, The Manukau City Council, Te Waiohau Trust and the Department of Conservation, have, through the Mangere Mountain Centre Accord, Te Mana O Te Maunga O Mangere Whakamaaramamai Te Whakaaro Kotahi established a visitor centre and amenities for education on Mangere Mountain. In 2003 the parties established the Mangere Mountain Education Trust as a Council Controlled Organisation.to carry out its objectives. As at 1 July 2016 the Trustees are:

<i>appointer</i>	<i>Name</i>	<i>position</i>	<i>Term of appointment and expiry</i>
Auckland Council	Dr Graeme Campbell	Chair, Trustee	1/9/15 – 30/6/18
Auckland Council	Mara Fisher	Trustee	3/3/16 – 30/6/18
Auckland Council	Stephanie Tawha	Trustee	June 2016 - 19
Auckland Council		Trustee	
Pukaki Marae	Karen Wilson	Trustee	
Makaurau Marae	Karen Matata	Trustee	May 2016 -19
	Jan Coates	Trustee	May 2016 -19