

10.3 Council will continue to explore the option of a long term partnership with WPACT as part of the strategic review.

**SIGNED** on the \_\_\_\_\_ day of \_\_\_\_\_ 2006.

By the **WAITAKERE PACIFIC ARTS** )  
**& CULTURAL DEVELOPMENT TRUST**

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Trust Member

The common seal of **THE WAITAKERE** )  
**CITY COUNCIL** was hereunto affixed in )  
the presence of: )

\_\_\_\_\_  
Chief Executive

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# FUNDING AND SERVICE AGREEMENT BETWEEN WPACT & COUNCIL SCHEDULE 1 - 2006/07

COUNCIL OBJECTIVES	DESCRIPTION OF SERVICES	PERFORMANCE INDICATORS 2006/07
Council objectives are stated below for arts and culture for the City of Waitakere	These refer to WPACT's contribution to Council's objectives	Performance Indicators are a measure of WPACT's contribution to Council's objectives
1. Develop and foster the practice and appreciation of arts and cultural heritage in Waitakere City, through a diverse and accessible programme	1.1 Develop a socio-economic development framework for community enterprise that supports & acknowledges: <ul style="list-style-type: none"> <li>The preservation of creative cultural heritage within the different communities from the Pacific, their artists and art forms through education programmes</li> <li>Community enterprise point of sale transaction models</li> </ul>	1.1 Develop a minimum of two Pacific education streams e.g. schools, youth, adult and professional development by 30 June 2007 1.2 Develop a minimum of two community enterprises and point of sale transaction models by 30 June 2007 e.g. sale of arts products supporting local artists
2. Develop City identity and profile through arts and cultural programmes, which reflect the unique arts and cultural life of Waitakere City.	2.1 Position the WPACC as a leading community arts facility in Waitakere/Auckland region and the Pacific	2.1 Deliver the Pacifica Living Arts Festival by 7 December 2007 2.2 Complete pre-planning for the Pacifica Living Arts Festival by 9 February 2007 to include: <ul style="list-style-type: none"> <li>Festival goals</li> <li>Community participation</li> <li>Development of the Waitakere Schools Multi-cultural festival</li> <li>Sponsorship expectations</li> <li>Stalls presentation</li> <li>Mama's Workshops</li> <li>Monitoring &amp; Evaluation</li> </ul>
3. Provide access to the arts for a wide range of ages and cultures.	3.1 Deliver programmes that: <ul style="list-style-type: none"> <li>Preserve, maintain and showcase the arts &amp; cultural heritage of Pacific communities</li> <li>accessible by the community</li> </ul>	2.3 Appoint a 2007 Pacifica Living Arts Festival Event Director by 1 March 2007 2.4 Develop a marketing strategy as part of the 2006/07 WPACT business plan 3.1 Develop a minimum of two Pacific education streams e.g. schools, youth, adult and professional development by 30 June 2007 3.2 Deliver a minimum of four programmes by 30 June 2007 3.3 A minimum of 4000 school students attend programmes at the WPACC e.g. Pacifica Schools programme by 30 June 2007
4. Support the delivery of arts and cultural services by a range of local providers.	4.1 Act as a conduit between Council and other providers to strengthen the Pacific arts community.	4.1 Five additional community Arts & Cultural groups will use the WPACC as a base by 30 November 2007 4.2 Develop a MoU with the Pacifica Arts Group (Mama's)
5. To develop and expand Waitakere City's arts and cultural hub on the Corban Estate	5.1 Develop a recruitment strategy & policy to guide the appointment of staff 5.2 Contribute to the overall development of the Corban estate arts precinct	5.1 Implement a recruitment strategy as part of the 2006/07 business plan 5.2 Participate in the Corban estate site reference groups with WCC on concept plans for the new WPACC
6. Act as an information resource for local artists and community groups and a liaison regionally and nationally.	6.1 Develop and sustain strong relationships with other local, regional and national arts, cultural educational and heritage bodies.	6.1 Participation in a minimum of three Local, regional, national or international relationships and networks by 30 June 2007
7. Support the implementation of Arts Strategy for the City.	7.1 Position the WPACC as a leading community arts facility in Waitakere, Auckland and the Pacific 7.2 Provide professional advice to WCC on arts strategy and implementation for the Pacific community.	7.1 Develop a marketing strategy as part of the 2006/07 WPACT business plan 7.2 Take part in meetings, discussions, research and feedback

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<b>COUNCIL OBJECTIVES</b> These refer to Council's broad aims for arts and culture for the City	<b>DESCRIPTION OF SERVICES</b> These refer to WPACT's contribution to Council's objectives	<b>PERFORMANCE TARGETS 2006/07</b> Performance targets are a measure of WPACT's contribution to Council's objectives
8. Act as a responsible governance body in all aspects of organisational management.	8.1 Adhere to all directives contained within the Trust Deed.	8.1 Complete a review of the Strategic Plan by 30 June 2007 8.2 Complete a business plan for the 2006/07 financial year by 31 January 2007 8.3 Complete a Business Plan for the 2007/08 financial year by 30 June 2007 8.4 Submit an annual report to WCC by 30 June 2007 to include: <ul style="list-style-type: none"> <li>• Report from the Chair</li> <li>• Report from the Director</li> <li>• Report on Service Agreement</li> <li>• Audited accounts</li> </ul>
9. Maintain sound fiscal procedures	9.1 Implement Robust financial systems	9.1 Develop policy to include: <ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Occupational Safety &amp; Health/ Health Bylaws</li> <li>• Governance/ Management</li> <li>• Recruitment</li> </ul>

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## Foreword

The nine months to June 2006 since the Waitakere Pacific Arts & Cultural Trust (WPACT) was formed has seen the achievement of most of the objectives as outlined in our business plan for that period. Other objectives have been re-prioritised and moved to the 2006-07 financial year. A key development was the appointment of a Director in May 2006 with a brief based on the strategic and business plans of the WPACT. The Director in turn has developed and appointed two positions (July 2006) to develop programmes and activities at the Waitakere Pacific Arts & Cultural Centre (WPACC). A review of WPACC operations and activities is in progress and includes:

- Pacifica Experience Schools Programme
- Monthly Market
- Studio Shop
- Sustainability plan
- Management and Financial systems
- Governance roles
- Pacifica Living Arts Festival

Project Twin Streams is an important project for the Centre with the preparation of land to achieve the goal of planting a cultural garden. The garden will be linked to Centre activities such as flax for weaving. An MoU between WPACT and CEAC has been signed.

The Centre has no statistical data as yet to be included with this report to evidence it's work to date. However this will be a feature of future reports.

The appointment of the Director and staff is a signal from the WPACT that development of the Centre will now move further forward with an expectation of achieving the goals of the Trust as set out in its business plan reflecting the aspirations of our communities.

We look forward to progressing the economic development aspirations of our communities their Arts, Culture & Heritage.

Peta Si'ulepa

Chairperson

**Waitakere Pacific  
Arts & Cultural Trust**



### **Pacifica Experience Schools Programme**

It is not expected that this programme will change drastically rather that it will continue the work already completed and expanding the concept in to other areas such as an Adult and Youth programme aimed at the preservation of the skills & knowledge with the development of the art forms for the future. The Mama's arts group is a central component to the programme and their continued involvement given their ages, knowledge, and skill base is an important aspect presently and of future development.



### **Monthly Market**

A project team consisting of Staff, Trustees, Stallholders, Community groups and the Waitakere Pacific Board meet weekly to review the Market, the concept, its socio-economic viability and to report back to the WPACT its findings.

A feature of previous markets has been the Umu which has a similar association with this market as the doughnuts had with the Otara Flea market in its formative years. The Umu will be the Waitakere Pacific Arts & Cultural Centre experience as a feature of its appeal.

The present market will change with a new concept, name, marketing, product, promotions and cultural appropriateness.

### **Studio Shop**

The studio shop is in much the same situation as the monthly market in need of review and development. The development and focus of the studio shop may not be with the shop directly but certainly be impacted by developments of the WPACC overall.

How to retain, develop and market the value of Pacific art is the challenge for many communities grappling with issues between economic developments without losing the integrity of ones heritage, traditions and identity.

Developing a point of sale supportive of Pacific socio-economic development may not be a shop in the future though still achieving outcomes that support this development.

### **Sustainability Plan**

The sustainability of the Centre is obviously tied in with the development of the new facilities and activities. Underpinning the arts and cultural activity will be the development of economic opportunities that these activities and new facilities present. It is not that the Arts & Culture of the Pacific will be for sale to the highest bidder rather that the economic transaction will be guided by a framework that is acceptable culturally and economically sustainable to our communities.

### **Management and Financial Systems**

Part of the Directors brief will be to build the capacity of the Centre through putting into place systems that are; reflective of best practise, be supportive of activities, enhance the development of the Centre and meet the obligations of the Trust. Two further roles to assist in the capacity building process will be the appointment of an Administrator and Accountant by November 2006.

### **Governance Roles**

The trust will be undertaking governance training commencing with two primary sessions and an ongoing programme yet to be developed. The ongoing training will take into account any new trustees in the future and building on training already completed. Representation is an ongoing dialogue for the Trust and how to ensure participation by our communities. Examining the value base from which to guide the development of the WPACC and its economic activities will form part of the training. The first training sessions are expected to be completed by early October 2006.



### **Pacifica Living Arts Festival**

Proven a success in 2005 as a potential premier event on the Cities events calendar the expectation for 2006 is to be an even greater success. The inclusion of and support for the Waitakere Multi-cultural schools festival has added another dimension to the activities and atmosphere of the festival. An increase in participation by schools is expected this year with 60% of available spaces on the programme already booked.

Planning and the ground work has commenced with sponsorship negotiations well underway. The cut in funding has meant that the Centre needed to raise further funds to deliver the 2006 Pacifica Living Arts Festival. The Centre expects to sign a major sponsorship agreement for the naming rights of the festival by mid September.

Promotional material will emphasise the festival as being a presentation by the Waitakere City Council and Waitakere Pacific Arts & Cultural Centre together acknowledging WCC as a founding and major sponsor/ supporter of the event and the communities of the Pacific.

The sponsorship agreement will provide the necessary leverage to attract further sponsorship funding. One outcome of the 2006 festival is the Centres expectation that we break even financially, lay a strong foundation for 2007 as a premier event not only for Waitakere City but the Auckland region.

For the communities of the Pacific in Waitakere City the Pacifica Living Arts Festival is a proud display and sharing of our cultural heritage at a local level with a regional impact.

The festival dates will be the 7-11 November 2006 with promotions commencing mid October by radio and print media.

The following pages comment directly on schedule one objectives of the Service Agreement.



# FUNDING AND SERVICE AGREEMENT BETWEEN WPACT & WAITAKERE CITY COUNCIL

## SCHEDULE 1 — 2005/06

COUNCIL OBJECTIVES		DESCRIPTION OF SERVICES		PERFORMANCE TARGETS 2005/2006
<p>These refer to Council's broad aims for arts and culture for the City</p> <p>1. Develop and foster the practice and appreciation of arts and cultural heritage in Waitakere City, through a diverse and accessible programme.</p>		<p>These refer to WPACT's contribution to Council's objectives</p> <p>1.1 Develop and expand existing Pacific arts activities on-site.</p> <p>1.2 Maintain and create opportunities for community artists.</p>		<p>Performance targets are a measure of WPACT's contribution to Council's objectives</p> <ul style="list-style-type: none"> <li>• Turn the Art Studio into a stable shop front and key public interface for WPACT, with regular advertised hours. This will incorporate a shop and display space.</li> <li>• Develop and promote a regular Pacific arts market on-site.</li> <li>• Support and foster the work of the "Mamas" on-site.</li> <li>• Investigate securing a resident artist on-site.</li> </ul>
<b>COMMENT</b>	<p>The above (1.1/1.2) are ongoing developments at the Centre. Part of that development is to define the context for communities of the Pacific as to its art forms heritage. The activities that develop will have relevance, value and foundation that have origins from the communities of the Pacific.</p> <ul style="list-style-type: none"> <li>• The Art studio as with other activities and services at the Centre will be reviewed as to its viability and best utilisation</li> <li>• The monthly market also under review has a project team meeting weekly until the end of October with a report of it's findings to the WPACT November trustees meeting.</li> <li>• One facet of support for the Mama's will be the further development of the Pacific Experience Schools Programme.</li> <li>• The Mama's activities on-site have been formalised as the resident tutors to the Pacific Experience Schools programme initially and then to include future programmes as they are developed</li> </ul>			
<p>2. Develop City identity and profile through arts and cultural programmes, which reflect the unique arts and cultural life of Waitakere City.</p>		<p>2.1 Encourage cultural tourism through a wide ranging spectrum of arts, cultural and heritage activities.</p> <p>2.2 Acknowledge the pivotal funding and support role of Waitakere City Council</p>		<ul style="list-style-type: none"> <li>• Review and begin planning for the Pacific Living Arts Festival.</li> <li>• Support current special projects (First Nite and Quilting Programme).</li> <li>• Ensure that the Waitakere City Council visual identity is profiled appropriately and prominently.</li> </ul>
<b>COMMENT</b>	<p>Planning for the Pacific Living Arts Festival has commenced with the contracting of the "The Event Team" to project manage the festival. It is early yet to report developments and the cut in funding (\$5,000.00) for the festival has meant that the early preparations will be in sourcing additional funding. A preliminary budget forecast of approximately \$70,000.00 will be needed to stage the event. Projections from the 2005 event promise an increased participation from schools and community. Waitakere City Council's role will be acknowledged through out the event.</p>			

<b>COUNCIL OBJECTIVES</b> These refer to Council's broad aims for arts and culture for the City	<b>DESCRIPTION OF SERVICES</b> These refer to WPACT's contribution to Council's objectives	<b>PERFORMANCE TARGETS 2005/2006</b> Performance targets are a measure of WPACT's contribution to Council's objectives
3. Provide access to the arts for a wide range of ages and cultures.	3.1 Offer a diverse range of educational opportunities and experiences for all residents of the city.  3.2 Provide an education programme of workshops and classes, for students, other young people and the general public. 3.3 Develop and run an education programme for local school students	<ul style="list-style-type: none"> <li>• Maintain free entry to exhibitions, displays and markets.</li> <li>• Begin discussions with CEAC on applying for funding for an Educational position.</li> <li>• Review the schools programme and WPACT's relationship with schools</li> <li>• Review and develop current provision of art classes and adult education</li> <li>• At least 500 school student visits to June 2006.</li> </ul>
<b>COMMENT</b> Free entry to activities at the Centre is dependent on the level of funding that can be raised annually to ensure access by the residents of Waitakere City. Access is an important component of our marketing to promote activities. Review and development of the Schools programme will determine our discussions with CEAC and as yet not commenced.		
4. Support the delivery of arts and cultural services by a range of local providers.	4.1 Act as a conduit between Council and other providers to strengthen the arts community.	<ul style="list-style-type: none"> <li>• Widely promote the market and shop as a vehicle for selling the work of Pacific artists.</li> <li>• Provide professional advice to Council on arts projects and contracts.</li> <li>• Encourage local arts and culture related community groups to use WPACT facilities.</li> </ul>
<b>COMMENT</b> How to do this effectively will fall out of the review of the market and shop. The internal review initially set to be completed by August 2006 will be extended to October 2006. WPACT was contracted by WCC to manage the creation of an art piece representative of the Pacific communities and the talents of the Mama's to hang in the new Civic Centre.		



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<p><b>COUNCIL OBJECTIVES</b> These refer to Council's broad aims for arts and culture for the City</p>	<p><b>DESCRIPTION OF SERVICES</b> These refer to WPACT's contribution to Council's objectives</p>	<p><b>PERFORMANCE TARGETS 2005/2006</b> Performance targets are a measure of WPACT's contribution to Council's objectives</p>
<p>5. To develop and expand Waitakere City's arts and cultural hub on the Corban Estate</p>	<p>5.1 Hire appropriate staff to deliver WPACT's Business Plan</p>	<ul style="list-style-type: none"> <li>• Director appointed in March 2006.</li> <li>• Contractors appointed via an agreed hiring and tendering process.</li> </ul>
<p>5.2 Build a viable and sustainable centre for Pacific arts and culture</p>	<p>5.3 To contribute as a major stakeholder to the wider development of the Corban Estate as an arts precinct.</p>	<ul style="list-style-type: none"> <li>• Identify key risks for the Trust, key partners and the community.</li> <li>• Undertake a stock take of regional Pacific arts and cultural activities, identifying gaps, opportunities and threats.</li> <li>• With key partners, identify space and facility needs and work on securing long term tenure at Corban Estate (contractor).</li> <li>• Develop a sustainable funding strategy (contractor).</li> <li>• Undertake governance development and training (contractor).</li> <li>• Consider the results of the Waikato research on Pacific arts and economic development.</li> <li>• Develop and present a submission to Council's 2006/2007 Annual Plan.</li> <li>• Review the July 2006 to June 2007 Business Plan in April/May 2006.</li> </ul>
<p>5.4 Build networks of arts and cultural activities.</p>	<p>5.4 Build networks of arts and cultural activities.</p>	<ul style="list-style-type: none"> <li>• Have significant input into discussions and planning for wider Corban Estate development.</li> <li>• Develop a "Friends of the Trust" network.</li> <li>• Encourage local arts and culture groups to be involved with WPACT.</li> <li>• Ensure and support healthy working relationships with all arts organisations on site.</li> <li>• Take part in Project Twin Streams community contract in partnership with CEAC, especially on development of a cultural garden.</li> </ul>
<p><b>COMMENT</b></p>	<p>A director has been appointed (May 2006) and in turn the Director has developed two new positions (July 2006) at the Centre to support and develop present and new programmes. A new position of administrator will be appointed in November 2006 The planned review of the business plan in May had been held over until the appointment of the Director along with the review of other key activities at the Centre. The internal review is underway and due for completion in October 2006</p>	



**COUNCIL OBJECTIVES**

These refer to Council's broad aims for arts and culture for the City

6. Act as an information resource for local artists and community groups and a liaison regionally and nationally.

**DESCRIPTION OF SERVICES**

These refer to WPACT's contribution to Council's objectives

6.1 Develop and sustain strong relationships with other local, regional and national arts, cultural educational and heritage bodies.

6.2 Communicate widely across the spectrum of arts, cultural and heritage institutions and individuals.

**PERFORMANCE TARGETS 2005/2006**

Performance targets are a measure of WPACT's contribution to Council's objectives

- Clarify and formalise key Trust relationships (CEAC, Council, PIAB).
- Begin to make links with Pacific artists groups and networks in the region.
- Expand the current mailing list.
- Develop a website for WPACT and Pacific arts and culture in Waitakere (contractor).
- Maintain up to date representation on the Council website.

**COMMENT**

The WPACT will be undergoing Governance training in August and September of which the defining of key relationships important to the Trust will be clarified. Then the process of formalising these relationships can commence. One relationship that the Trust has been exploring is that with the WCC in the roles it supports the work of the Trust. The designation of staff and councillors participating in activities and Trust Fono will reflect that relationship.

7. Support the implementation of Arts Strategy for the City.

7.1 Provide professional advice to Council on arts strategy and implementation.

7.2 Support staff/Council understanding

- Take part in meetings, discussions, research and feedback.
- Hold a formal launch of the WPACT and invite elected members and key Council staff in April/May 2006.

**COMMENT**

The Director participates on the Corbans Estate Officers and Staff meetings and represents the Trust on Project Twin Streams. The formal launch of the WPACT will be held at a time that is suitable for most intended invitees particularly the elected members of WCC and staff. One proposed opportunity is to hold it in conjunction with the Opening of the Pacifica Living Arts Festival 2006, this is dependant on other factors such as the completion of the Governance training and review of the business plan.



**COUNCIL OBJECTIVES**

These refer to Council's broad aims for arts and culture for the City

**DESCRIPTION OF SERVICES**

These refer to WPACT's contribution to Council's objectives

**PERFORMANCE TARGETS 2005/2006**

Performance targets are a measure of WPACT's contribution to Council's objectives

<p>8. Act as a responsible governance body in all aspects of organisational management.</p>	<p>8.1. Adhere to all directives contained within the Trust Deed.</p>	<ul style="list-style-type: none"> <li>Use best practice financial management practices and procedures.</li> <li>Use sound management procedures on a daily basis to manage the Trust's activities and objectives.</li> <li>Conduct performance reviews on key staff on an annual basis.</li> </ul>
<p><b>COMMENT</b></p>	<p>The WPACT meet on the second Wednesday of the month at which the following are presented:                  Chairpersons report - (printed copy available with agenda)                  Directors report - (printed copy available with agenda)                  Financial operational report -- previous months transactions and forecast of following month form part of the Directors report (printed copy available with agenda)                  Treasurers report -- Overview of the Trusts funds and activity of the Finance sub-committee (printed copy available with agenda)                  The Trust has two part-time employees on employment agreements with the Director on a fixed term contract. An additional part-time administrator will be appointed in November and an accountant contracted to advise on financial matters and supervise the accounts.</p>	
<p>9. Maintain sound fiscal procedures</p>	<p>9.1 Implement robust financial systems</p> <p>9.2 Maximise funding from all sources.</p>	<ul style="list-style-type: none"> <li>Implement the Mind Your Own Business Programme.</li> <li>Hire an accounts position to develop robust financial and accounting systems for the Trust.</li> <li>Seek funding support from outside funding sources.</li> <li>Continue to develop retail opportunities as a source of income.</li> </ul>
<p><b>COMMENT</b></p>	<p>An accountant has been contracted through Enterprise Waitakere to assist with the setting up of financial systems. This work is coming to a close and will be taken up by the administrator's position. The Mind Your Own Business programme is yet to start. External funding will be sought on a project by project basis and will follow a developmental plan aimed at financial security for the future. Most projects will have a Community Enterprise element to its development with retail opportunities being one of the factors influencing the choices of community enterprise projects.</p>	



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