

THE GOVERNANCE GROUP FOR REIMAGINING THE INVERCARGILL MUSEUM

Terms of Reference – Implementation

Modus Operandi

The following document reflects the way the Museum Governance Group is to carry out its role and purpose, to ensure independent advice is tendered to specifically address the identified project objective.

Role/Purpose

The Council seeks advice on the optimum outcome for the Museum, its partners, and the Invercargill community. At this stage, the advice will be focused on the development of guiding principles leading to clear and measurable critical success factors for the facility. It will also consider the preferred location and test whether there are any alternative sites, leading to the development of various museum design options to be considered

The main purpose of the Museum Governance Group (MGG) is to:

Create a unique and compelling vision for the Invercargill Museum that will define the nature of the service for the community of Invercargill and solidify its role in the Southland region.

In doing this, it will address:

- what the customer and user experience must provide, by way of cornerstone exhibitions, services and facilities
- how the services and facilities enable and are shared with mana whenua
- how the services and facilities support a strong educational programme
- ensure that any facility design takes a whole of life assessment of the operating costs

This will be generally separated into service focused and design focused advice. As a minimum, to make recommendations to Council to progress this project, the governance group will need to provide the following recommendations to Council on:

Service focus

- review the TWA report and any other reports which may be useful (e.g., TBIG, ACI) in developing its advice
- develop advice as to what makes a Waihopai Invercargill / Murihiku Southland museum a 'must visit', and what its critical success factors may be from a design and service perspective.
- in forming this advice, the group should make contact with a number of other museums in New Zealand and internationally to identify what are the critical success factors for museums that we should be aware of.
- include cultural narrative into the development

Design focus

- Consider expert advice and articulate a view on:

- the most appropriate size and scale of the facility
- the role that art should play as a part of the museum's offering, or be in a separate destination (as anticipated by Council's resolution in 2018, when progressing ACI discussions)
- assess Council's preference for the current site in Queens Park, but review that preference against the benefits of a location in the city centre
- recommend space allocations considering flexibility, spaces for permanent vs temporary exhibitions, theatre and any other ancillary activities for the museum, e.g. café, tuatarium, and retail.
- reflect Council's budget and time envelopes
 - \$39.4M of \$52.5M total budget and including \$12.9M of third party funding
 - opening no later than 2026/27
- review against the above factors:
 - insurance requirements for exhibition materials and to ensure the finished product meets these
 - assess the impact on the whole of life operating costs of a refurbished museum vs new build museum

The MGG is not a decision-making body and has no financial delegations.

Term

The group was established at the Extraordinary PPP meeting on 30th June, which, as part of its deliberations, also approved that the governance group would have to make its recommendations to Council in time for inclusion in the draft Annual Plan 2022/23.

On this basis, the group will be called together in July 2021 and their initial advice should be completed by February 2022 with a preliminary report provided prior to Christmas 2021.

It is envisaged that the group could still retain a role through until June 2022, to provide further advice and support. However, this will be dependent upon the preferred option and Councils' response to the advice.

The Term will be reviewed as the programme of work progresses.

Membership

- Rex Williams (independent chair)
- xx (Waihopai Representative)
- xx
- xx
- xx
- xx
- xx
- Clare Hadley / Steve Gibling / Erin Moogan / Tess Browne / Wayne Marriott (ex officio)

Chair

All meetings will be chaired by Rex Williams. A deputy chair may be appointed by the group.

Meeting Frequency

The aim is for at least fortnightly meetings as set by the chair and or as required dependent on the project status and the issues / advice at hand. The meeting frequency can be reviewed as required.

Meetings will be in the order of 60-90 mins commencing and will be a mixture of face to face (preferably) and zoom meetings. The dates of meetings will be established by the group and confirmed by the Chair.

Decision making

The governance group will ultimately strive for consensus on all recommendations made to Council. However, as with the appointments panel and depending on the final makeup of the group, the Chair will hold a casting vote if required. The role of the MGG is limited to the following key recommendations to Council on:

- Review and develop the Guiding Principles for the Museum project, with a focus on short (towards the opening) and a longer term sustainable and intergenerational service outcomes
- Develop and define the Critical Success Factors (CFS) that the Re-imagining phase will use as the metric for success. Critical Success Factors likely to fall under the following headings:
 - Service and Experience
 - Cultural
 - Education
 - OPEX / Insurance
 - Resilience
 - Sustainability
- Recommend a preferred location
- Identify a preferred option for Council approval.

Reporting

Regular updates for elected members will be prepared on behalf of the governance group by Council staff and it is expected the Chair will provide verbal updates to Council from time to time as required.

Reporting on project milestones will come to Infrastructure Services Committee as part of the regular Project management Office reporting. However, due to the more service oriented nature of the advice being developed, the majority of the reporting will also be made to the Performance, Policy and Partnerships Committee.

Secretariat

The group will be supported by a secretariat made up of ICC staff members, led by the GM Leisure and Recreation. Meetings will be arranged by the Secretariat and supported by the Project Manager (Tess Browne) for the procurement and delivery of technical advice.

Supporting Groups

The Project Control Group will contribute as required and requested by the Governance Group to provide technical and / or operational advice. In order to provide the technical advice required, additional advice (e.g., architecture, cultural narrative and cost estimate etc.) may be procured. This will be undertaken within the overall projects procurement plan and utilise the panel of consultants connected with ICC's Project Management Office.

The Project Control Group membership is an operational group who are tasked with ensuring the project is being delivered to programme, budget and within agreed risk profile. Current PCG membership is:

- Project Sponsor – Erin Moogan
- Project Director - to be determined
- Project Manager (External, to be appointed, Tess Browne – Interim Programme Manager and interim Project Manager.)
- Communications – to be determined
- Cultural Narrative – to be appointed
- Cost Control / Quantity Surveyor - to be appointed
- Architectural Design - to be appointed
- Services - to be appointed
- Sustainability - to be appointed
- Client representative – Wayne Marriott