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**PALMERSTON NORTH CITY COUNCIL**

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**AGENDA**  
**ARTS, CULTURE & HERITAGE**  
**COMMITTEE**

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**9AM, WEDNESDAY 12 AUGUST 2020**

ELWOOD ROOM, CONFERENCE & FUNCTION CENTRE  
354 MAIN STREET, PALMERSTON NORTH

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## MEMBERSHIP

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**Rachel Bowen (Chairperson)**

**Brent Barrett (Deputy Chairperson)**

**Grant Smith (The Mayor)**

**Zulfiqar Butt**

**Renee Dingwall**

**Lorna Johnson**

**Karen Naylor**

**Bruno Petrenas**

**Tangi Utikere**

**Agenda items, if not attached, can be viewed at:**

**pnc.govt.nz | Civic Administration Building, 32 The Square  
City Library | Ashhurst Community Library | Linton Library**

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**Heather Shotter**

**Chief Executive, Palmerston North City Council**

**Palmerston North City Council**

**W [pnc.govt.nz](http://pnc.govt.nz) | E [info@pnc.govt.nz](mailto:info@pnc.govt.nz) | P 356 8199**

**Private Bag 11034, 32 The Square, Palmerston North**



## **ARTS, CULTURE & HERITAGE COMMITTEE MEETING**

12 August 2020

### **ORDER OF BUSINESS**

NOTE: The Arts, Culture & Heritage Committee meeting coincides with the ordinary meeting of the Planning & Strategy Committee. The Committees will conduct business in the following order:

- Planning & Strategy Committee
- Arts, Culture & Heritage Committee

#### **1. Apologies**

#### **2. 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.

**3. 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.

**4. 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 in accordance with clause 2 above.)

**5. Presentation - Palmerston North Heritage Trust** Page 7

**6. Presentation - Manawatu Theatre Society & Manawatu Youth Theatre** Page 9

**7. Confirmation of Minutes** Page 11  
“That the minutes of the Arts, Culture & Heritage Committee meeting of 10 June 2020 Part I Public be confirmed as a true and correct record.”

**8. Cultural CCOs Final Statements of Intent 2020-23** Page 17  
Memorandum, presented by Julie Macdonald, Strategy & Policy Manager.

**9. Annual Report from the Palmerston North Public Sculpture Trust** Page 93  
Memorandum, presented by Sandra King, Executive Officer.

**10. 2019/2020 Funding Summary for the Arts Event Fund and Creative Communities Scheme** Page 99  
Memorandum, presented by Joann Ransom, Community Development Manager.

**11. Military Heritage Update 2019/20** Page 107

Memorandum, presented by David Murphy, City Planning Manager.

**12. Committee Work Schedule** Page 113

**13. 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].



## **PRESENTATION**

**TO:** Arts, Culture & Heritage Committee

**MEETING DATE:** 12 August 2020

**TITLE:** Presentation - Palmerston North Heritage Trust

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### **RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE**

- 1. That the Arts, Culture & Heritage Committee receive the presentation for information.**
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### **SUMMARY**

Margaret Tennant of Palmerston North Heritage Trust will provide an update regarding the role of the Trust and any issues and or/opportunities seen within the heritage sector.

### **ATTACHMENTS**

Nil



## **PRESENTATION**

**TO:** Arts, Culture & Heritage Committee

**MEETING DATE:** 12 August 2020

**TITLE:** Presentation - Manawatu Theatre Society & Manawatu Youth Theatre

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### **RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE**

- 1. That the Arts, Culture & Heritage Committee receive the presentation for information.**

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### **SUMMARY**

Graham Johnston, Chair of Manawatu Theatre Society will update the Committee on future plans and this year's programme of activity for Manawatu Theatre Society and Manawatu Youth Theatre.

### **ATTACHMENTS**

Nil



# PALMERSTON NORTH CITY COUNCIL

## Minutes of the Arts, Culture & Heritage Committee Meeting Part I Public, held in the Elwood Room, Conference & Function Centre, 354 Main Street, Palmerston North on 10 June 2020, commencing at 9.02am

**Members Present:** Councillor Rachel Bowen (in the Chair), The Mayor (Grant Smith) and Councillors Brent Barrett, Susan Baty, Zulfiqar Butt, Renee Dingwall, Leonie Hapeta, Lorna Johnson, Karen Naylor, Bruno Petrenas and Tangi Utikere.

**Non Members:** Councillors Vaughan Dennison, Lew Findlay QSM, Patrick Handcock ONZM, Billy Meehan and Aleisha Rutherford.

**Apologies:** The Mayor (Grant Smith) (early departure on Council business), Councillor Lew Findlay (for lateness), and Councillors Susan Baty, Zulfiqar Butt and Leonie Hapeta (early departure on Council business).

The Mayor (Grant Smith) was not present when the meeting resumed at 1.58pm. He was not present for clauses 8 to 13 inclusive.

Councillor Susan Baty was not present when the meeting resumed at 1.58pm. She was not present for clauses 8 to 13 inclusive.

Councillor Zulfiqar Butt was not present when the meeting resumed at 1.58pm. He was not present for clauses 8 to 13 inclusive.

Councillor Lew Findlay was not present when the meeting resumed at 1.58pm. He was not present for clauses 7 to 13 inclusive.

Councillor Leonie Hapeta was not present when the meeting resumed at 1.58pm. She was not present for clauses 8 to 13 inclusive.

Councillor Aleisha Rutherford was not present when the meeting resumed at 3.54pm. She was not present for clauses 10 to 13 inclusive.

### 7-20 Apologies

Moved Rachel Bowen, seconded Brent Barrett.

#### The COMMITTEE RESOLVED

1. That the Committee receive the apologies.

Clause 7-20 above was carried 15 votes to 0, the voting being as follows:

#### For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Brent Barrett, Zulfiqar Butt, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno Petrenas, Tangi Utikere, Susan Baty, Vaughan Dennison, Patrick Handcock ONZM, Leonie Hapeta, Billy Meehan and Aleisha Rutherford.

The meeting adjourned at 9.03am.

The meeting resumed at 1.58pm.

The Mayor (Grant Smith) and Councillors Susan Baty, Zulfiqar Butt, Lew Findlay and Leonie Hapeta were not present when the meeting resumed.

## **8-20 Presentation - CET Arena Redevelopment**

Ms Sacha Haskell, General Manager – Marketing & Communications, Mr Warren Warbrick and Mr Wiremu Te Awe Awe made a presentation regarding the Culture & Heritage Designs for the Arena Redevelopment.

Cultural and heritage design overlay had been integrated into the construction from the beginning to tell a story regarding the cultural and heritage aspects of the site. Key aspects that went into the design included a Rangitāne feature, liaison with community groups, researching history and landscaping, all creating layers of meaning allowing individuals using the space to read into the design what had particular significance for them.

The Rangitāne design was a cloak, made up of ‘threads that bind us’, the complete cloak representing the tying together of the whole community. The border of the cloak is a ‘welcoming mat’ into the concept of bringing everyone together in the threads that bind us. The pattern would be used in other parts of the area and in other projects, showing the layers of the cloak and of the community.

The site’s defence and multisport history had been incorporated into the design by way of a chevron pattern, reflecting the multitude of different users within the Arena. Etchings from people and groups into pavers would reflect both voices of the past and contemporary voices. Living, dynamic displays would have static and moving content which would be tailored to suit specific occasions (eg. Anzac Day). The speedway pits would be a multipurpose space, used for recreation when not in use by the speedway.

Moved Rachel Bowen, seconded Brent Barrett.

### **The COMMITTEE RESOLVED**

1. That the Arts, Culture & Heritage Committee receive the presentation for information.

Clause 8-20 above was carried 11 votes to 0, the voting being as follows:

#### **For:**

Councillors Rachel Bowen, Brent Barrett, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM, Billy Meehan and Aleisha Rutherford.

## **9-20 Confirmation of Minutes**

Moved Rachel Bowen, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

1. That the minutes of the Arts, Culture & Heritage Committee meeting of 4 March 2020 Part I Public be confirmed as a true and correct record.

Clause 9-20 above was carried 11 votes to 0, the voting being as follows:

**For:**

Councillors Rachel Bowen, Brent Barrett, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM, Billy Meehan and Aleisha Rutherford.

**10-20**

**Cultural CCOs Draft Statements of Intent 2020-23**

Memorandum, presented by Julie Macdonald, Strategy & Policy Manager.

After discussion Elected Members were of the opinion that the requests for an increase in operating grant for Globe Theatre Trust and Caccia Birch Trust Board should be referred to the 10 year plan 2021–31 process.

The meeting adjourned at 3.32pm.

The meeting resumed at 3.54.

Councillor Aleisha Rutherford was not present when the meeting resumed.

Moved Rachel Bowen, seconded Brent Barrett.

The **COMMITTEE RECOMMENDS**

1. That the draft Statements of Intent 2020–23 submitted by the cultural CCOs (Attachments 1–5 of this memorandum entitled ‘Cultural CCOs Draft Statements of Intent 2020-23’) be received.
2. That the Globe Theatre Trust is advised of the recommended changes to the final Statement of Intent 2020–23 outlined in Table 1 of this memorandum entitled ‘Cultural CCOs Draft Statements of Intent 2020-23’.
3. That Caccia Birch Trust Board is advised of the recommended changes to the final Statement of Intent 2020–23 outlined in Table 3 of this memorandum entitled ‘Cultural CCOs Draft Statements of Intent 2020-23’.
4. That the Regent Theatre Trust is advised of the recommended changes to the final Statement of Intent 2020–23 outlined in Table 5 of this memorandum entitled ‘Cultural CCOs Draft Statements of Intent 2020-23’.
5. That Te Manawa Museums Trust is advised of the recommended changes to the final Statement of Intent 2020–23 outlined in Table 7 of this memorandum entitled ‘Cultural CCOs Draft Statements of Intent 2020-23’.
6. That the proposal in the Globe Theatre Trust draft Statement of Intent for an increase of \$50,000 per year to the Globe Theatre Trust operating grant be referred to the 10 Year Plan 2021–31 process.
7. That the proposal in the Caccia Birch Trust Board draft Statement of Intent for an increase of \$40,000 per year to the Caccia Birch Trust Board operating grant be referred to the 10 Year Plan 2021–31 process.

Clause 10-20 above was carried 10 votes to 0, the voting being as follows:

**For:**

Councillors Rachel Bowen, Brent Barrett, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM and Billy Meehan.

**11-20**

**Maintenance and Renewal Plans and Budgets for Cultural Facilities**

Memorandum, presented by Bryce Hosking, Manager - Property.

For the purposes of clarity, Elected Members requested that recommendation 2 refer specifically to the cultural facilities portfolio (excluding the library).

Moved Rachel Bowen, seconded Karen Naylor.

The **COMMITTEE RECOMMENDS**

1. That the memorandum titled 'Maintenance and Renewal Plans and Budgets for Cultural Facilities' presented to the Arts, Culture and Heritage Committee on 10 June 2020 be received for information.
2. That Council approve the consistent capital renewal and maintenance approach in the cultural facilities portfolio (excluding the library) whereby Council only maintains the fixed assets and those that are part of the building fabric, and the balance of works would be the tenant's responsibility and at their cost.

Clause 11-20 above was carried 10 votes to 0, the voting being as follows:

**For:**

Councillors Rachel Bowen, Brent Barrett, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM and Billy Meehan.

**12-20**

**Options for formalising the relationship between Palmerston North City Council and the NZ Rugby Museum**

Report, presented by Joann Ransom, Community Development Manager.

After discussion Elected Members selected Option 1 in the report as the preferred way forward and recommendation 2 was amended to reflect this. Elected Members requested that assistance be provided to NZ Rugby Museum if it chose to seek funding through the central government Museum Hardship Fund.

Moved Rachel Bowen, seconded Vaughan Dennison.

The **COMMITTEE RECOMMENDS**

1. That the report titled 'Options for formalising the relationship between Palmerston North City Council and the NZ Rugby Museum' presented to the Arts, Culture and Heritage Committee on 10 June 2020 be received.

Clause 12.1 above was carried 10 votes to 0, the voting being as follows:

**For:**

Councillors Rachel Bowen, Brent Barrett, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno

Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM and Billy Meehan.

Moved Rachel Bowen, seconded Vaughan Dennison.

2. That the Chief Executive be instructed to develop a proposal for an annual grant to the NZ Rugby Museum for Councillors to consider in the Long Term Plan process, as per Option 1 in the report titled 'Options for formalising the relationship between Palmerston North City Council and the NZ Rugby Museum' presented to the Arts, Culture and Heritage Committee on 10 June 2020.

Clause 12.2 above was carried 7 votes to 3, the voting being as follows:

**For:**

Councillors Rachel Bowen, Lorna Johnson, Bruno Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM and Billy Meehan.

**Against:**

Councillors Brent Barrett, Renee Dingwall and Karen Naylor.

Moved Rachel Bowen, seconded Brent Barrett.

3. That the Chief Executive provide assistance to NZ Rugby Museum if it chooses to seek funding through the central government Museum Hardship Fund.

Clause 12.3 above was carried 10 votes to 0, the voting being as follows:

**For:**

Councillors Rachel Bowen, Brent Barrett, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM and Billy Meehan.

## 13-20

### Committee Work Schedule

Moved Rachel Bowen, seconded Brent Barrett.

#### The COMMITTEE RESOLVED

1. That the Arts, Culture & Heritage Committee receive its Work Schedule dated June 2020.

Clause 13-20 above was carried 10 votes to 0, the voting being as follows:

**For:**

Councillors Rachel Bowen, Brent Barrett, Renee Dingwall, Lorna Johnson, Karen Naylor, Bruno Petrenas, Tangi Utikere, Vaughan Dennison, Patrick Handcock ONZM and Billy Meehan.

The meeting finished at 4.51pm

Confirmed 12 August 2020

**Chairperson**



## MEMORANDUM

**TO:** Arts, Culture & Heritage Committee

**MEETING DATE:** 12 August 2020

**TITLE:** Cultural CCOs Final Statements of Intent 2020-23

**PRESENTED BY:** Julie Macdonald, Strategy & Policy Manager

**APPROVED BY:** Sheryl Bryant, General Manager - Strategy & Planning

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### RECOMMENDATION(S) TO COUNCIL

1. That the memorandum entitled 'Cultural CCOs Final Statements of Intent 2020-23' reported to the Arts, Culture & Heritage Committee on 12 August 2020, be received.
2. That the final Statements of Intent 2020–23 submitted by the cultural CCOs (Attachments 1–4 of the memorandum entitled 'Cultural CCOs Final Statements of Intent 2020-23' presented to the Arts, Culture & Heritage Committee on 12 August 2020), be approved.

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### 1. ISSUE

The cultural Council-Controlled Organisations (CCOs) have delivered their final Statements of Intent (SOI). The purpose of this report is to allow Council to fulfil the requirement under s 65(2) of the LGA to agree to the final SOI, or if it does not agree, to require the SOI to be modified as set out in clause 6, schedule 8 of the LGA.

### 2. BACKGROUND

A CCO is an organisation in which Council has the right to appoint at least fifty percent of the trustees. Council has four cultural CCOs which were set up to independently manage Council-owned cultural facilities for a mixture of commercial and community purposes: Globe Theatre Trust, Te Manawa Museums Trust, Caccia Birch Trust Board and Regent Theatre Trust. These organisations are each managed by a Board of Trustees made up of committed volunteers.

Caccia Birch Trust Board, while currently exempted as a CCO pursuant to s 7(3) of the LGA, is still required to report to Council in the same way as a CCO.

The CCOs were each sent a Statement of Expectation to assist them in preparing their draft SOIs. Statements were presented to and approved by Council at its meeting on

18 December 2019. In March 2020, the Boards were further asked to amend their draft SOIs to include a “best guess” illustration of the impact of COVID-19. To assist with this, the deadline for delivery of the draft and final SOIs was extended by one month, the maximum allowed under the LGA.

The Arts, Culture & Heritage Committee received the draft SOIs at its meeting on 10 June 2020 and made recommendations for the CCOs to consider in developing their final SOIs. The recommended changes have been implemented and are summarised in this memorandum.

### 3. TE MANAWA MUSEUMS TRUST

Te Manawa has modified its strategic objectives following a workshop with elected members and Council comments on the draft SOI. The new objectives separate the change the Trust wants to achieve from the specific actions it will undertake to get there and how that change will be measured. The strategic objectives are compared in Table 1 below.

**Table 1: Comparison of strategic objectives in Te Manawa SOIs**

Draft SOI	Final SOI
<b>Objective 1.</b> Te Manawa’s profile as a place with which to engage is maintained and enhanced	<b>Objective 1.</b> Enhanced learning and engagement
<b>Objective 2.</b> Te Manawa’s relationship with Rangitāne is a priority	
<b>Objective 3.</b> Third party revenue generation and excellent visitor feedback statistics are a priority	<b>Objective 2.</b> Innovative experiences that attract visitors
<b>Objective 4.</b> Te Manawa is focussed on developing for the future	<b>Objective 3.</b> A collaborative and future-focussed organisation

Te Manawa has considered Council comments on the draft SOI and made changes in response, as summarised in Table 2. Staff consider that all comments have been adequately addressed in the final SOI.

**Table 2: Comparison of Council comments with Te Manawa’s final SOI**

Council comments on draft	Changes made to draft SOI
Include specific actions planned to enhance the learning experience offered by Te Manawa, including development of an education strategy, in the “What we will do” section.	Requested actions are listed under Objective 1 and include to review TM’s learning strategy and develop a communications and marketing plan for learning activities.
Include specific actions planned to increase use of and access to collections in the “What we will do” section.	Requested actions are listed under Objective 2 and include to exhibit the art collection digitally, develop an exhibition strategy and carry out market research on visitor needs.
Include specific actions planned to ensure strategy is based on an understanding of the community, e.g. undertaking data collection, in the “What we will do” section.	
Include specific actions planned to establish, formalise and nurture strategic partnerships in the “What we will do” section.	Actions listed under Objective 3 and include reviewing the scope and range of partnerships and identifying opportunities to formalise relationships.
Work with Council staff to incorporate requested performance measures. Ensure performance measures clearly explain what is being counted, and that planned activities are captured in the “What we will do” section rather than as performance measures.	Requested performance measures are included and are separated from activities. Some performance measure targets are not yet available, as a baseline needs to be established.
Address approach to good governance practices, financial sustainability and environmental sustainability in a separate “How we operate” section.	Governance is included in “Statement of the board’s approach to governance” section, environmental sustainability under “What we will do” (Objective 3 action – develop an environmental impact framework), and financial sustainability under “What we will do” (Objective 3 action – develop a new operating budget).
Provide a timeframe for completion of plans.	Not outlined in SOI, but TM has indicated this will be completed by the end of 2020.

Te Manawa has also indicated that it will report on progress against the SOI at each quarterly Arts, Culture and Heritage Committee meeting, unless already attending the meeting to present half-yearly or annual reports.

#### 4. REGENT THEATRE TRUST

Council requested that the Trust:

- Consider rolling objectives 3, 5 and 6 into a single objective which outlines the Board's internal aims.
- Engage in further discussions with Council as to whether the trust deed needs to be updated.
- Work with Council staff to review performance measures.

The Trust has incorporated all Council comments in the final SOI. The modified strategic objectives are compared in Table 3 below. The Trust is having ongoing conversations with staff about the purpose outlined in the trust deed. As mentioned in the SOI, further work on performance measures will be carried out prior to the next SOI once statistical and audience demographic data is analysed. The Trust has presented a 10-year budget in addition to the required three-year budget.

**Table 3: Comparison of strategic objectives in Regent SOIs**

Draft SOI	Final SOI
<b>Objective 1.</b> To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawatū region.	<b>Objective 1.</b> To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawatū region including recognising the role of local Tangata Whenua.
<b>Objective 2.</b> To engage in effective collaboration with our stakeholders and clients, that enables the best customer experience.	<b>Objective 2.</b> To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.
<b>Objective 3.</b> To maintain and build organisational capability.	<i>Incorporated into "How we operate" section.</i>
<b>Objective 4.</b> To develop a marketing and promotion strategy that maintains and builds audiences.	<b>Objective 3.</b> To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.
<b>Objective 5.</b> To secure continuity in the professional operations and financial sustainability of the Regent on Broadway.	<i>Incorporated into "How we operate" section.</i>
<b>Objective 6.</b> To have an effective and proactive governance team.	<i>Incorporated into "How we operate" section.</i>

**5. CACCIA BIRCH TRUST BOARD**

Council requested that the Board:

- Engage in further discussions with Council as to whether the trust deed needs to be updated.
- Reduce Council operating grant to the level set in the 10 Year Plan 2018–28, adjusted for inflation, and update expenses accordingly.

The Board’s trust deed will be discussed at a joint workshop with Elected Members and Caccia Birch Trust Board on 16 September.

The Board has updated its budget as requested, leaving the grant increase for consideration through the upcoming 10 Year Plan.

**6. GLOBE THEATRE TRUST**

Council requested that the Trust:

- Work with Council staff to review performance measures.
- Reduce Council operating grant to the level set in the 10 Year Plan 2018–28, adjusted for inflation, and update expenses accordingly.

The Trust will continue to work with staff on ensuring its performance measures are of high quality. The Trust has updated its budget as requested, leaving the grant increase for consideration through the upcoming 10 Year Plan.

**7. NEXT STEPS**

CCO’s annual reports on their last SOI are due to staff on 30 September 2020 and will be presented to the Committee in November.

Statements of Expectation for next year’s SOIs will be drafted and presented to the Committee in November.

The half-yearly report on this SOI will be delivered to staff by 1 March 2021 and presented to the Committee at the next available meeting.

**8. COMPLIANCE AND ADMINISTRATION**

Does the Committee have delegated authority to decide?	<b>No</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>

Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>Yes</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 2: A Creative and Exciting City	
The recommendations contribute to the outcomes of the Creative and Liveable Strategy	
The recommendations contribute to the achievement of action/actions in the Arts Plan	
The action is: to support CCOs to achieve the objectives of the arts plan.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Agreeing to the final Statements of Intent is a mechanism for Council to provide guidance and direction to the cultural CCOs and meets Council's responsibility to monitor the CCOs under the LGA.

### ATTACHMENTS

1. Te Manawa Museums Trust - Final Statement of Intent for 2020-23 [↓](#) 
2. Regent Theatre Trust - Final Statement of Intent for 2020-23 [↓](#) 
3. Caccia Birch Trust Board - Final Statement of Intent for 2020-23 [↓](#) 
4. Globe Theatre Trust - Final Statement of Intent for 2020-23 [↓](#) 



# STATEMENT OF INTENT

for

**TE MANAWA MUSEUMS  
TRUST**

**2020/21 – 2022/23**



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## CONTACT DETAILS

<b>Address</b>	Te Manawa Museums Trust Private Bag 11055 Palmerston North	<b>Legal Status</b>	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 Charitable Trust Act 1957.  It is a not-for-profit CCO.
<b>Website</b>	<a href="http://www.temanawa.co.nz">www.temanawa.co.nz</a>		
<b>Phone</b>	(06) 355-5000		
<b>Email</b>	<a href="mailto:enquiries@temanawa.co.nz">enquiries@temanawa.co.nz</a>		
<b>Main Contact</b>	Andy Lowe	<b>Charities Registration number</b>	CC38836
<b>Role in CCO</b>	Chief Executive	<b>Trustees</b>	John Fowke - Chair Geoffrey Jameson Nuwyne Te Awe Awe Mohi Tyson Schmidt Manu Kawana Sarah Bell Caroline Tate
<b>Phone</b>	06 351-4492		
<b>Email</b>	<a href="mailto:andy.lowe@temanawa.co.nz">andy.lowe@temanawa.co.nz</a>		

## INTRODUCTION

The production of this SOI resulted from the new Statement of Expectation issued by PNCC followed by a draft SOI that was then amended after the COVID-19 crisis changed all of our operations. The need to revise the SOI resulted in PNCC organising a workshop with council officers and elected representatives. This proved to be an extremely useful addition to the process and the discussion allowed for a full exchange of views and suggestions. In summary, although this has been a somewhat protracted process, it has been extremely productive.

Further flow on from the SOI workshop will also add to the quality and relevance of the next Te Manawa business plan, to be produced over the next few weeks.

As we emerge from the COVID-19 measures have had to be very careful with our budgeting so that we can concentrate on the areas that PNCC has identified as our key drivers for success, as well as contributing to the objective of driving our community forward. The upcoming Palmerston North sesquicentennial will be a strong driver of this and we are planning our participation in marking this milestone.

The key drivers that were signalled during our discussions were:

- Supporting inclusivity in our community
- Getting the collections out – using the assets we have
- Maintaining a turnover of exhibitions to engage our audiences
- Reviewing and publishing the exhibition programme – local, national and international
- Growing physical and digital visitation numbers
- Maintaining and enhancing connections and relationships
- Working with the Ministry of Education on the future of the LEOTC programme and its funding
- Sourcing sustainable external funding for programmes and exhibitions

These will all be incorporated into the draft business plan. The first order of priority will be responding to the processes for safely reopening to the public and the revision of our programmes to enable this. We will also be moving to support the other cultural CCOs as they move into a post COVID-19 mode and maximise our ability to develop joint programmes of activity.

The budget incorporated in to the SOI has also been revised to incorporate post COVID-19 actions as far as are known. There may be further revisions required to our programmes and budget as we move forward but these will be kept to a minimum.

We continue to acknowledge and be reliant on the support of PNCC, Iwi our societies and the communities who participate in and support our operations.



John Fowke  
Chair, Te Manawa Museums Trust  
31 July 2020

## 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 shareholder comments into consideration and include performance measures and targets as the basis of organisational accountability.

## ABOUT TE MANAWA MUSEUMS TRUST

### OUR PURPOSE

Amplifying possibilities

### OUR VISION

A museum without boundaries

Built on a foundation of manaakitanga (inclusion, kindness, safety, hospitality)

### OUR MISSION

We will partner with communities, thought leaders, change makers and supporters, to inspire, broker and deepen connections among them, and with our worlds' tangible and intangible treasures, so that we can create and deliver relevant, engaging programmes and experiences with and for our communities.



## OUR VALUES

To co-create an energetic, surprising museum with multiple communities we embody these values:

### Kaitiakitanga

We are passionate about the treasures we care for on behalf of the community, and their power to inform and transform us, now and into the future.

### Courageous and experimental

We are committed to making a real and positive difference, thinking clearly and openly about how Te Manawa can best evolve to achieve this – and when and how we need to think outside the box, and be brave, daring and fearless in our thinking and actions.

### Open and inclusive

The concept of *TĀTOU / WE* together is central to everything we do – acknowledging the mana of each person and the collective mana of all.

Open communication – the ability to listen actively, with respect, and to frame relevant questions that will unlock meaning, insights and value – underpins our culture.

### Smart and strategic

Our responsibility to our communities means we are strategic about where we are going, and smart, rigorous and pragmatic about how we will get there.

Our decisions are based on prioritising and growing our resources and monitoring outcomes, with a focus on building our ability to impact and achieve sustainable success.

### Generous and entrepreneurial

We believe our communities are part of a world full of the possibilities, talent, solutions and insight our future relies on. To realise this potential, we are generous in our approach - our ability to have fun, enjoy life and value each other underpins the spirit of entrepreneurship that drives us forward.

## 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 Manawatu and New Zealand
- To recognise and act in accordance with the principles of 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 Manawatu 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 Manawatu and to be aware of the Regional focus



## 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 of Te Manawa.

The Board of up to seven 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 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 Arts, Culture and Heritage Committee of Palmerston North City Council
- enhancing Te Manawa's environmental sustainability.

The Chief Executive is responsible for the day-to-day operations of Te Manawa, engaging and oversight of staff and reporting to the directors 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 quarterly Arts, Culture and Heritage to report and outline new initiatives.

## CONTRIBUTION TO SMALL CITY BENEFITS, BIG CITY AMBITION

Palmerston North City Council's vision for the city is *Small city benefits, big city ambition*.

Council has identified five strategic goals for achieving this vision: 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 all goals, but primarily to these priorities under Goal 2:

- Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages; and
- Develop the city into an arts powerhouse with a national reputation for creativity and the arts.

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 to these throughout this Statement of Intent.



## STRATEGIC OBJECTIVES

We have identified interrelated areas of focus for the next three years to achieve our vision of **a museum without boundaries**.

### Objective 1: Enhanced learning and engagement

Te Manawa, as a gathering place, builds tolerance and connections among Palmerston North's diverse cultures – one community, many cultures. We will ensure that Te Manawa enhances creativity, gives visibility to diverse viewpoints, and supports an inclusive community. We will provide opportunities to incubate ideas through collaboration and experimentation, leveraging opportunities to co-create with local communities.

Te Manawa opens doors for different conversations and engages people in learning experiences that are relevant and meaningful to them. Te Manawa, through its links to education, research institutes and local technology industries, develops science- and technology-focussed exhibitions of local and national interest.

Our relationship with Rangitāne o Manawatū, as mana whenua, will evolve in line with their post-settlement aspirations. Te Manawa, in partnership with Rangitāne, protects its taonga, tells its stories and moves forward under the principles of Te Tiriti o Waitangi.

### Objective 2: Innovative experiences that attract visitors

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

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

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

### Objective 3: A collaborative and future-focussed organisation

Te Manawa will connect to and amplify what's already happening in the community to make a bigger impact. Maintaining and enhancing our strategic relationships is key our success.

We will build Te Manawa's environmental and financial sustainability, ensuring it is well-placed to challenge boundaries and respond proactively to change. Te Manawa seeks to lead the city by becoming carbon-negative and sustainable by 2025. We will work strategically to accelerate revenue generation and embed a business development mindset within Te Manawa.

We will build our reputation as a creative and vibrant organisation, encouraging experimentation. Te Manawa will act as a testing ground for prototyping ideas.

## WHAT WE WILL DO

### Objective 1: Enhanced learning and engagement

To achieve this objective, we will:

- Care for, develop, and add to Te Manawa's collections in line with policy.
- Support volunteers to contribute skills and enthusiasm to Te Manawa, with a focus on tertiary students.
- Implement lessons from international community engagement mentoring programme OF|BY|FOR ALL.
- Review our Learning Strategy (by end of 2020/21). Implement and evaluate success.
- Deliver ongoing learning programmes through Te Rangahau Curiosity Centre.
- Develop a communications and marketing plan for learning activities.
- Identify and deliver two creative projects alongside local communities (by end of 2020/21). Evaluate success (by end of 2021/22). Deliver two more projects (by end of 2022/23).
- Support implementation of phase 1 of Te Rangimārie project, a dual venue cultural tourism project undertaken by Te Rangimārie Marae Trustees (by end of 2020/21). Phase 1 includes training for Front of House staff to confidently engage with visitors, and co-creation of activities linked to Te Rangī Whenua.

### Objective 2: Innovative experiences that attract visitors

To achieve this objective, we will:

- Carry out market research to build understanding of the needs of current and potential visitors.
- Maintain a vibrant and balanced programme of exhibitions to engage audiences.
- Publish exhibition programmes locally and nationally.
- Continue with the established plan to exhibit the art collection digitally within three years (by end of 2022/23).
- Develop an Exhibition Strategy that includes development of touring exhibitions. Implement and evaluate success (by end of 2020/21).
- Develop a Digital Strategy to support development of online experiences that attract increasing interest. (by end of 2020/21). Implement and evaluate success.
- Develop two new digital creative projects (by end of 2022/23).
- Develop economic impact reporting for major events and exhibitions hosted by Te Manawa (by end of 2021/22).



### Objective 3: A collaborative and future-focussed organisation

To achieve this objective, we will:

- Develop a business plan (by end of 2020/21).
- Review scope and range of existing strategic partnerships to identify future needs, including opportunities to formalise relationships (by end of 2020/21).
- Develop concept for a partner-based exhibition of national significance (by end of 2020/21). Implement exhibition (by end of 2021/22).
- Develop short- and long-term fundraising strategies that source sustainable external funding for programmes and exhibitions (by end of 2020/21).
- Develop a new operating budget (by end of 2021/22) that:
  - outlines resources for agreed Programme of Activity and any required product and service development/realisation
  - commits to securing increasing levels of operating budget from third party sources
  - has a clear programme of work, structure, processes and roles that ensures the financial perspective is appropriately embedded and integrated into decision making and planning (including more advanced sharing of information).
- Develop an environmental impact framework that drives environmentally focussed projects (by end of 2020/21). Trial and review projects.
- Continue to establish Future Museum principles by developing and delivering three examples to use and test concepts (by end of 2020/21). Develop and deliver three further examples in 2021/22 and 2022/23.



## PERFORMANCE MEASURES

To track progress towards its objectives, Te Manawa will report on the following measures.

Objective	Performance measure	Actual	Target		
		2019/20 (C-19 affected)	2020/21	2021/22	2022/23
<b>1. Enhanced learning and engagement</b>	Visitor satisfaction (good/very good/excellent)	99%	> 96%	> 96%	> 96%
	Participation in learning programmes <sup>6</sup>	21,316	30,000	30,000	30,000
	In-person visits to Rangimārie activities	<i>Not measured</i>	Under development	5,000	10,000
<b>2. Innovative experiences that attract visitors</b>	Likelihood of visitors to positively endorse Te Manawa to others <sup>1</sup>	<i>Not measured</i>	Under development	<i>TBC</i>	<i>TBC</i>
	In-person visits to Te Manawa	100,599	150,000	160,000	150,000
	Visits to Te Manawa experiences off-site <sup>2</sup>	16,303	50,000	100,000	100,000
	Online reach <sup>3</sup>	664,932	500k	600k	700k
<b>3. A collaborative and future-focussed organisation</b>	Strength of relationship with strategic partners <sup>4</sup>	<i>Not measured</i>	Under development	<i>TBC</i>	<i>TBC</i>
	Revenue secured from sources outside PNCC <sup>5</sup>	337,060	574,154	708,586	402,281

<sup>1</sup> As measured by Net Promoter Score (NPS). Target will be set once baseline established.

<sup>2</sup> Includes both touring exhibitions and people participating in Te Manawa activities at events.

<sup>3</sup> Includes both unique e-visits to Te Manawa website and online reach of social media.

<sup>4</sup> Measure to be developed. Target will be set once baseline established.

<sup>5</sup> Includes private and corporate sponsorship, grants, event and shop proceeds, and Ministry of Education contracts.

<sup>6</sup> Learning programmes participation in accordance with Te Rangahau Curiosity Centre. Includes LEOTC visits of 3,000 (10%) per annum.

## HOW WE OPERATE

We aim to provide a hub for significantly growing the city's levels of learning and engagement, social cohesion and wellbeing, civic pride and vibrancy, and national reputation. We work to:

- open doors for different conversations;
- enhance through creativity;
- build a profile of and champion the uniqueness of our region;
- connect people with each other and unlock the riches of our treasures and stories;
- incubate ideas through collaboration and experimentation;
- amplify possibilities and potential, with and for our communities;
- challenge boundaries and respond proactively to change.

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 TOGETHER

### Quarterly Report

Te Manawa Museums Trust will present at Palmerston North City Council's quarterly Arts, Culture and Heritage Committee meeting to report on progress against the SOI and outline new initiatives (unless the half-yearly or annual report is to be presented at the same meeting).

### 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, statement of financial position, statement of changes in equity and statement of cashflows.

### Annual Report

By 30 September each year, Te Manawa Museums Trust will provide the Council with an annual report complying with ss 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.

### SIGNATURES

This Statement of Intent was approved by the Te Manawa Museums Trust Board on: 13<sup>th</sup> May 2020



John Fowke, Chair, Te Manawa Museums Trust Board

# STATEMENT OF INTENT

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2020 - 2023

THE REGENT THEATRE TRUST

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## Our Directory

<b>Come and see us at:</b>	53 Broadway Palmerston North New Zealand	
<b>Mail, Phone or Fax us at:</b>	PO Box 1723 Palmerston North Phone (06) 3502100 Fax (06) 3502108	
<b>Email and web addresses are:</b>	<a href="mailto:manager@regent.co.nz">manager@regent.co.nz</a> <a href="http://www.regent.co.nz">www.regent.co.nz</a>	
<b>Registered office of the Trust:</b>	c/- Palmerston North City Council Civic Administration Building The Square PO Box 11-034 Palmerston North	
<b>Accountants</b>	BDO Central (NI) Limited	
<b>Legal Advisers</b>	Fitzherbert Rowe Lawyers	
<b>Bankers</b>	ANZ Bank New Zealand Limited	
<b>Auditors</b>	Audit New Zealand on behalf of the office of the Auditor General	
<b>General Manager</b>	Charles Forbes	
<b>Trust Board</b>	David Lea (Chairperson) Susan McConachy (Deputy Chairperson) Kane Parsons Penny Odell (Secretary)	Mark Mabbett Martin Carr Tania Kopytko Natalie Rowney

### Legal Status

The Regent Theatre Trust is a Council Controlled Organisation (CCO) for the purpose of the Local Government Act 2002 and operates as a Charitable Trust under the Charitable Trust Act 1957, Reg No CC41202. The theatre trades as the "Regent on Broadway" and is a not-for-profit CCO.



## Chairperson's Introduction

Since reopening in May 1998, the Regent on Broadway has established itself as one of the most active, prestigious, provincial venues for hire for live theatre in New Zealand. The focus of this Statement of Intent will be to consolidate and enhance this position. The plan for the three years ending June 2023 is to build on this success and, where possible, endeavour to increase the use of the venue to help make the city's vision a reality.

The Regent on Broadway is by New Zealand and international standards, a large, splendid, historic, traditional proscenium arch theatre which provides grandeur and performance possibilities for large audiences and a professionally high level of staging and technical capability. We provide the city with the jewel in the crown within performing arts facilities.

### Purpose of this Statement of Intent

The Regent Theatre Trust is governed by its Trust Deed, which describes the purpose of the Trust as follows: *"To control, develop, promote, enhance and maintain the Regent Theatre so that it may be utilised and enjoyed by the inhabitants of the Manawatu area"*.

This Statement of Intent is presented by Regent Theatre Trust in accordance with the requirements of Section 64(1) of the Local Government Act 2002 (LGA 2002).

In accordance with the Local Government Act 2002, this annual Statement of Intent publicly states the activities and intentions of Regent Theatre Trust for the three-year period ending June 2023, and the objectives to which those activities will contribute.

This Statement of Intent takes the Palmerston North City Council Vision Statement into consideration and includes performance measures and targets as the basis of organisational accountability.

The Regent Theatre Trust is in the process of developing a 10-year business plan which will provide information regarding stakeholder relationships, marketing and promotion, theatre organisational structure, plus the theatre's aspirational growth along with the operational and capital expenditure budgets. It is planned to provide the 10-year business plan prior to August 2020.

## About the Regent Theatre Trust

### Vision statement:

To provide the most vibrant theatre going experience in an unforgettable venue of classical grandeur.

### Mission statement:

The Regent on Broadway will be maintained and preserved as a valuable historic venue. The Regent on Broadway will be the preferred local venue of choice for international, national and local performing arts experiences that cater to diverse people of all ages.

## Values:

- **Stewardship** - a commitment to quality care and oversight of the historic venue and its contents, heritage value and uniqueness and significance to the region.
- **Accountability** - through transparency, effective legal and financial management.
- **Integrity** - in maintaining high standards in a consistent way in accordance with ethically sound principles and actions.
- **Innovation** - continuous improvement through responding to change in an agile and responsive manner, such as advances in technology and changes in audience expectations.
- **Customer focused service** - ensuring that our contact with clients and patrons is always welcoming and hospitable, signifying a genuine commitment to providing them with a quality experience.
- Provide a good staff working environment.

## Governance:

The Regent on Broadway is governed by the Regent Theatre Trust Incorporated. The trust is governed by a Board of Trustees. The Board of up to nine (currently eight) trustees is responsible for the strategic direction and control of Regent Theatre Trust activities. The Board guides and monitors the business and affairs of Regent Theatre Trust in accordance with the Regent Theatre Trust Deed and this Statement of Intent.

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

- The operation and performance of Trustees
- Providing ongoing support for the General Manager
- Being accountable to all stakeholders and reporting to the Palmerston North City Council

The General Manager is responsible for managing the Regent Theatre Trust as well as the day-to-day operations of the Regent on Broadway.



## City vision statement

Palmerston North is the heart of the Manawatū region within central New Zealand. We are a small city with a lot to offer, and we're ambitious about where we're going. The city's vision is Palmerston North: Small city benefits, big city ambition.

Palmerston North City Council has identified five strategic goals for achieving this vision:

**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.

**Goal 5:** A driven and enabling Council.

The Regent on Broadway plays a critical part in delivering this vision. The activities of the Regent help to build Palmerston North's national and international reputation as a creative and exciting place to live, work, study and play. The Regent on Broadway and the Palmerston North City Council work collaboratively to ensure decisions and activities reflect the ambitions of the city and its residents.

We do this by supporting: vibrant and healthy communities; the development of sustainable practice within our local performing arts; the development of connected and safe communities so that all sections of our community may enjoy the wonder of theatre and performance; environmental sustainability; and securing the future of the venue.

## Strategic objectives

The Theatre's three strategic objectives have been developed to enable the Regent on Broadway to achieve its vision.

**Objective 1.** To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawatū region including recognising the role of local Tangata Whenua.

**Objective 2.** To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.

**Objective 3.** To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.

## Activities

The Regent on Broadway works to provide a mix of diverse performance, talent and entertainment. This builds on the reputation that Palmerston North is a vibrant, creative and exciting city and aligns with the theatre's operational strategy to explore new ways of attracting high quality performances and increasing diverse community use.

In order to achieve its Strategic Objectives, the Board will undertake a range of activities during the next three years.

**Objective 1.** To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawatū region including recognising the role of local Tangata Whenua.

**The Regent on Broadway will support this objective by:**

- Programming regional, national and international performance.
- Enabling people to come together for performing arts events and community celebrations – such as commercial and community shows, graduations, arts, cultural and educational events.
- Enabling diverse communities to come together to celebrate.
- Encouraging local primary, intermediate and secondary schools, dance schools, also theatre educators and theatrical groups to take advantage of the theatre's significant capabilities and resources as a performance and learning space in respect to all aspects of the performing arts.
- Providing a well-resourced and well-equipped amenity so as to attract a wide range of performances and events to the city.
- Providing a specialised performance venue, professional technical advice and support, and marketing support.

**Objective 2.** To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.

**The Regent on Broadway will support this objective by:**

- Actively contributing to the arts powerhouse steering group.
- Consolidating and nurturing relationships with national and international promoters and national cultural icons (such as the Royal New Zealand Ballet, the New Zealand Symphony Orchestra and Creative New Zealand) so that the Regent on Broadway is a principal venue of choice when considering their programming each year.
- Developing a social media strategy which includes communication with diverse audiences.
- Establishing and nurturing strong relationships with all local and regional theatre, dance and entertainment groups in the view to supporting productions of significance and to maintaining and operating an entrepreneurial fund to procure these and other events (by production participation) that would not otherwise come to the Regent on Broadway.
- Setting up a customer service survey platform. Trial, review and act on findings.

**Objective 3.** To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.

**The Regent on Broadway will support this objective by:**

- Supporting events by establishing professional marketing strategies, resources, tools and e-platforms – such as Facebook, Instagram and a well-appointed web site.
- Developing and aligning promotional and marketing strategies to the vision, goals and principles of PNCC, especially *Goal 2: A creative and exciting city*.
- Identifying key client audiences, and prioritising and scheduling targeted material and effective communication. This includes:
  - Advertising, e-newsletters and Facebook
  - Developing a calendar of media opportunity and identifying key staff and Board Members as media spokespeople.
  - Obtaining or providing e-media and promotional training and policies and guidelines as required.
  - Updating media release contacts and templates as required
  - Updating process for media enquires as required.
- Updating the website and investigating ways to ensure that it stimulates interest
- Undertaking relevant statistical and audience demographic data analysis to determine future trends and target audiences.

Covid-19 interrupted our ability to develop quantitative KPIs and continues to hinder this process. It is envisaged these will be fully developed by March 2021, if normal operational conditions allow this.



## Performance measures

Objective	Performance Measure	Actual			Target		
		2019/20	2020/21	2021/22	2020/21	2021/22	2022/23
1. To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawatu region including recognising the role of local Tangata Whenua.	Total number of main auditorium hires annually (days the auditorium is used), to be not less than.	130	158	180	158	180	200
	Total number of main auditorium national/international venue hirers (actual live performances), to be not less than.	17	30	35	30	35	40
	Total number of events overall that are held over all spaces in the theatre.	275	350	380	350	380	400
	Secure the funding for the theatre's main auditorium sound system and to progressively improve and add to the system over the next 3 years. Funding to be sourced.	\$513,000	\$40,000	\$30,000	\$40,000	\$30,000	\$50,000
	Additional capital expenditure funding for other projects from the Friends of the Regent or other funding providers.	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
2. To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.	Total number of variety type shows such as tribute concerts and professional performers from the commercial sector, not less than.	12	20	22	20	22	25
	Total number of tertiary graduation ceremonies held, not less than.	4	11	11	11	11	11
	Total number of local school concerts held, not less than	8	10	11	10	11	11
	Total number of school prize-giving held, not less than.	13	14	14	14	14	14
	Total number of ethnically diverse concerts and productions, both community and professionally produced, not less than.	3	6	7	6	7	8
3. To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.	Total attendances to all events held, not less than.	65,300	88,600	98,500	88,600	98,500	102,500

## How we operate

### To be professionally operated and financially secure

The Regent Theatre Trust is committed to ensuring sound Governance and guidance in financial, legal, compliance, operational, management, and most of all, Health and Safety systems, and to ensure procedures are in place and reported against on a regular basis. The Trust ensures key policies and documentation are reviewed in accordance with the Trust's annual schedule, including:

- Insurance policies
- Contracts
- Memorandums of understanding
- Operational Policies
- Health and Safety Policies, procedures and documentation
- Staff reviews

The review of personnel resourcing is being undertaken so as to ensure the Regent on Broadway is meeting the needs of new marketing initiatives and progressive methodology in theatre operations. The Trust is working towards sustainable environmental practice such as recycling, replacing disposable with reusable and energy reduction.

Staff training occurs in all areas of theatre operations and is reviewed on a regular basis:

- ETNZ guidelines in theatre technical operations and safe working practices.
- Marketing with a specific focus to supporting social media requirements.
- Health and Safety in all areas of theatre operations.

The Regent Theatre Trust also undertakes the review and implementation of the 3-year Strategic Plan, and to provide guidelines for a strategic marketing programme that is focused to supporting the Regent on Broadway's social media requirements.

### Recognising volunteer input and support

The Trust recognises its volunteers by:

- Liaising with the Friends of the Regent and encouraging the Friends in their activities of theatre assistance, event hosting, ushering and fund-raising. The Trust works to support and nurture the input by the Friends and all volunteers and to recognise the value of the contribution to venue operational requirements.
- Maintaining the excellent communications and the goodwill that has been established between the Friends' elected volunteer supervisory/management team that works alongside venue operations with the objective of continuing to maintain and improve venue hospitality, ushering and catering.
- Attracting and nurturing volunteers that possess the knowledge and skills required to deliver the high level of experienced guidance needed for good and successful governance.

## Working together

The preparation and approval of annual budgets so as to observe clear financial objectives and to prepare 3 year income and expenditure forecasts so as to meet statutory obligations and thereby informing our stakeholders of potential future financial outcomes.

### Half-yearly report

By the end of February each year the Regent Theatre 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:

- Manager's commentary on operations for the relevant six-month period.
- Comparison of the Regent on Broadway's performance to the objectives 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, statement of financial position, statement of changes in equity and statement of cashflows.

### Annual report

By 30<sup>th</sup> September each year the Regent Theatre Trust will provide the Council with an annual report complying with ss 67–69 of the Local Government Act 2002. Financial statements and audit clearance will be undertaken in early August to ensure timely availability of PNCC's annual report.

The annual report will contain the information necessary to enable an informed assessment of the operations of the Regent on Broadway and will include the following information:

- Commentary on operations for the year.
- Comparison of the Regent on Broadway's performance to the objectives 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.

## The Regent Theatre Trust

The Regent Theatre Trust is established and governed by The Regent Theatre Trust Deed; available on request from the Secretary to the Board c/o Palmerston North City Council.

### SIGNATURES

This Statement of Intent was approved by The Regent Theatre Trust on:

**Date:**

**Signed:**

**David Lea, Chairman, The Regent Theatre Trust**

**Regent Theatre Trust Board**  
**Statement of Financial Performance**  
**For the year ended 30 June 2020 - 30 June 2030**

TRADING ACCOUNT	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
		0%	1%								
Theatre Operations	304,059	387,200	391,072	462,100	462,100	462,100	462,100	462,100	462,100	462,100	462,100
Regent on Broadway Promotions	337,686	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Event Ticketing Centre	73,544	84,000	84,840	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000
Palmerston North City Council Funding	235,986	237,381	239,755	237,381	237,381	237,381	237,381	237,381	237,381	237,381	237,381
Donations and grants received for capital expenditure	469,620	110,000	86,250	62,250	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Government subsidy	65,805	34,835									
<b>Total Trading Income</b>	<b>1,486,700</b>	<b>933,416</b>	<b>882,717</b>	<b>965,731</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>
<b>Gross Income</b>	<b>1,486,700</b>	<b>933,416</b>	<b>882,717</b>	<b>965,731</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>	<b>963,481</b>
<b>Add Other Income</b>	<b>6,630</b>	<b>2,900</b>	<b>2,900</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
Interest Received											
<b>Total Other Income</b>	<b>6,630</b>	<b>2,900</b>	<b>2,900</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>LESS EXPENSES</b>	<b>1,493,330</b>	<b>936,316</b>	<b>885,617</b>	<b>973,731</b>	<b>971,481</b>	<b>971,481</b>	<b>971,481</b>	<b>971,481</b>	<b>971,481</b>	<b>971,481</b>	<b>971,481</b>
Theatre Operations	250,136	241,320	243,733	250,020	250,020	250,020	250,020	250,020	250,020	250,020	250,020
Employee related expenses	460,169	505,000	510,050	540,341	540,341	540,341	540,341	540,341	540,341	540,341	540,341
Regent on Broadway promotions	346,597	75,000	75,750	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Event Ticketing Centre	20,349	14,300	14,443	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500
<b>Surplus/(deficit) before depreciation</b>	<b>1,077,251</b>	<b>835,620</b>	<b>843,976</b>	<b>884,861</b>	<b>884,861</b>	<b>884,861</b>	<b>884,861</b>	<b>884,861</b>	<b>884,861</b>	<b>884,861</b>	<b>884,861</b>
Less Depreciation	416,079	100,696	41,641	88,870	86,620	86,620	86,620	86,620	86,620	86,620	86,620
Less Provision for Bad Debts	83,246	153,223	192,286	211,208	225,829	101,676	62,784	61,842	62,034	62,226	62,418
<b>Surplus/(deficit) from trading</b>	<b>332,833</b>	<b>(52,527)</b>	<b>(150,645)</b>	<b>(122,338)</b>	<b>(139,209)</b>	<b>(15,056)</b>	<b>23,836</b>	<b>24,778</b>	<b>24,586</b>	<b>24,394</b>	<b>24,202</b>

**Regent Theatre Trust Board**  
**Statement of Forecast Cashflows**  
**For the year ended 30 June 2020 - 30 June 2030**



	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>2027-28</u>	<u>2028-29</u>	<u>2029-30</u>
<b>OPERATING CASHFLOWS</b>											
<b>CASH INFLOWS</b>											
Income Banked	1,755,717	1,056,929	1,002,187	1,101,253	1,099,003	1,099,003	1,099,003	1,099,003	1,099,003	1,099,003	1,099,003
Interest Received	6,630	2,900	2,900	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
<b>Total Cashflow Inflows</b>	<b>1,762,347</b>	<b>1,059,829</b>	<b>1,005,087</b>	<b>1,109,253</b>	<b>1,107,003</b>						
<b>CASH OUTFLOWS</b>											
Theatre Operations	287,656	277,518	280,293	287,523	287,523	287,523	287,523	287,523	287,523	287,523	287,523
Employee related expenses	460,169	505,000	510,050	540,341	540,341	540,341	540,341	540,341	540,341	540,341	540,341
Regent on Broadway promotions	398,587	86,250	87,113	86,250	86,250	86,250	86,250	86,250	86,250	86,250	86,250
Event Ticketing Centre	23,401	16,445	16,609	22,425	22,425	22,425	22,425	22,425	22,425	22,425	22,425
<b>Total Cash Outflows</b>	<b>1,169,813</b>	<b>885,213</b>	<b>894,065</b>	<b>936,539</b>							
<b>Total Operating Cashflows</b>	<b>592,534</b>	<b>174,616</b>	<b>111,022</b>	<b>172,714</b>	<b>170,464</b>						
<b>NON OPERATING CASHFLOW</b>											
Asset Purchases	(541,892)	(126,500)	(99,188)	(71,588)	(69,000)	(69,000)	(69,000)	(69,000)	(69,000)	(69,000)	(69,000)
GST Paid IRD	15,002	(57,342)	(61,238)	(76,647)	(76,928)	(76,928)	(76,928)	(76,928)	(76,928)	(76,928)	(76,928)
<b>Total Non Operating Cashflows</b>	<b>(526,890)</b>	<b>(183,842)</b>	<b>(160,426)</b>	<b>(148,234)</b>	<b>(145,928)</b>						
<b>CHEQUE BANK ACCOUNT</b>											
Opening Balance	190,218	255,862	246,636	197,232	221,712	246,248	270,784	295,320	319,856	344,392	368,928
Savings and Investments Income				0	0	0	0	0	0	0	0
Add Operating surplus / (deficit)	592,534	174,616	111,022	172,714	170,464	170,464	170,464	170,464	170,464	170,464	170,464
Add Non-operating surplus / (deficit)	(526,890)	(183,842)	(160,426)	(148,234)	(145,928)	(145,928)	(145,928)	(145,928)	(145,928)	(145,928)	(145,928)
<b>Closing Balance</b>	<b>255,862</b>	<b>246,636</b>	<b>197,232</b>	<b>221,712</b>	<b>246,248</b>	<b>270,784</b>	<b>295,320</b>	<b>319,856</b>	<b>344,392</b>	<b>368,928</b>	<b>393,464</b>



**Regent Theatre Trust Board  
Statement of Financial Position  
For the year ended 30 June 2020 - 30 June 2030**

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
<b>OPENING BALANCE</b>											
<b>CURRENT ASSETS</b>											
Bank accounts and cash	125,203	255,862	246,636	197,232	221,712	246,248	270,784	295,320	319,856	344,392	368,928
Prepaid insurance	7,180	6,836	6,904	6,973	7,043	7,043	7,043	7,043	7,043	7,043	7,043
Debtors and production receivable	54,921	4,418	4,462	4,507	4,552	4,552	4,552	4,552	4,552	4,552	4,552
Prepayments	11,500	0	0	0	0	0	0	0	0	0	0
	198,804	267,116	258,002	208,712	233,307	257,843	282,379	306,915	331,451	355,987	380,523
<b>INVESTMENTS</b>											
	238,405	181,136	181,136	181,136	181,136	181,136	181,136	181,136	181,136	181,136	181,136
<b>FIXED ASSETS</b>											
	314,756	654,842	611,619	505,584	356,626	190,797	149,121	146,337	144,494	142,460	140,234
<b>TOTAL ASSETS</b>											
	751,965	1,103,094	1,050,757	895,431	771,068	629,775	612,635	634,387	657,081	679,583	701,892
	724,010										
<b>CURRENT LIABILITIES</b>											
GST balance	6,438	42,354	37,206	32,411	30,271	28,187	26,103	24,019	21,935	19,851	17,767
Creditors and accrued expenses	130,616	83,476	97,523	97,636	97,751	97,751	97,751	97,751	97,751	97,751	97,751
Deposits in advance	13,989	18,450	9,741	9,741	9,741	9,741	9,741	9,741	9,741	9,741	9,741
Employee costs payable	53,242	36,110	36,110	36,110	36,110	36,110	36,110	36,110	36,110	36,110	36,110
	204,285	180,390	180,580	175,898	173,873	171,789	169,705	167,621	165,537	163,453	161,369
<b>TOTAL LIABILITIES</b>											
	204,285	180,390	180,580	175,898	173,873	171,789	169,705	167,621	165,537	163,453	161,369
<b>NET ASSETS</b>											
	547,680	922,704	870,177	719,532	597,194	457,986	442,929	466,765	491,543	516,129	540,522
<b>EQUITY</b>											
Opening balance	600,739	589,871	922,704	870,177	719,532	597,194	457,986	442,929	466,765	491,543	516,129
Income for the year	332,833	(52,527)	(150,645)	(122,338)	(139,209)	(15,056)	23,836	24,778	24,586	24,394	24,202
Closing balance	600,739	922,704	870,177	719,532	597,194	457,986	442,929	466,765	491,543	516,129	540,522
<b>TOTAL EQUITY</b>											
	600,739	922,704	870,177	719,532	597,194	457,986	442,929	466,765	491,543	516,129	540,522
	564,724										

**Regent Theatre Trust Inc.**  
**Statement of accounting policies**  
**For the year ended 30 June 2023**

**Accounting Policies Applied**

**Basis of preparation**

The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future.

**Goods and Services Tax**

The Trust is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST.

**Significant Accounting Policies**

**Revenue**

*Grants*

Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met (“use or return condition”). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

*Sale of goods*

Revenue from the sale of goods is recognised when the goods are sold to the customer.

*Sale of services*

Revenue from the sale of services is recognised by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

*Donated assets*

Revenue from donated assets is recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the value of the asset is readily obtainable and significant.

*Interest*

Interest revenue is recorded as it is earned during the year.

*Recoveries and commissions*

Amounts disclosed in the Statement of Financial Performance consist of monies recovered from the theatre hirer for direct costs incurred during the hire period. These include labour, electricity and gas and staging expenses.

**Employee Related Costs**

Wages, salaries, and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries, leave entitlements and lieu hours.

Performance payments are recorded when the employee is notified that the payment has been granted.

Superannuation contributions are recorded as an expense as staff provide services.

**Advertising, marketing, administration, overhead, and fundraising costs**  
**These are expensed when the related service has been received.**

**Bank accounts and cash**

Bank accounts, cash comprise cash on hand, cheque or savings accounts and deposits held at call with banks. Bank overdrafts are presented as a current liability in the statement of financial position.

**Debtors**

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

**Investments**

Investments comprise investments in terms deposits with banks.

Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

**Property, Plant, and Equipment**

Property, plant, and equipment is recorded at cost, less accumulated depreciation and impairment losses. Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Plant & equipment	10-25%	Straight-line
Furniture & fittings	20%	Straight-line
Piano	5%	Straight-line
Leasehold improvements	8.4%	Straight-line

**Creditors and accrued expenses**

Creditors and accrued expenses are measured at the amount owed.

**Employee costs payable**

A liability for employee costs payable is recognised when an employee has earned the entitlement.

These include salaries and wages accrued up to balance date, lieu hours and annual leave earned but not yet taken at balance date.

**Provisions**

The Trust recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation as a result of a past event, it is probable that expenditure will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

**Income Tax**

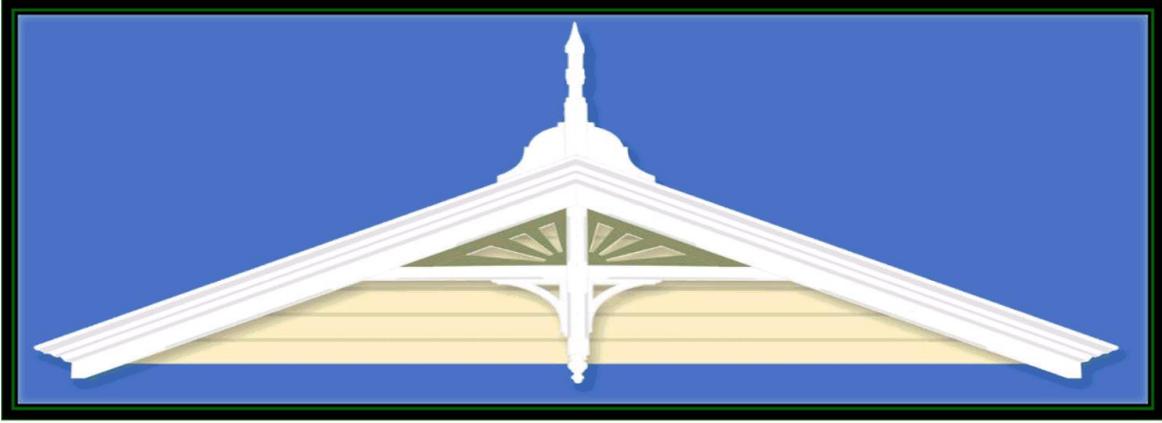
The Regent Theatre Trust Inc. has been granted charitable status by the Inland Revenue Department, and therefore is exempt from income tax.

**Tier 2 PBE Accounting Standards applied**

The Trust has not applied any Tier 2 Accounting Standards in the preparing its financial statements.







# CACCIA BIRCH TRUST BOARD

## FINAL STATEMENT OF INTENT (31.7.20)

2020 – 2021

2021 – 2022

2022 – 2023



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.Signature	

2.CONTACT DETAILS	
Registered Office:	Caccia Birch House 130 Te Awe Awe St, Palmerston North 4410
Website & Email	<a href="http://www.caccia-birch.co.nz">www.caccia-birch.co.nz</a> <a href="mailto:manager@caccia-birch.co.nz">manager@caccia-birch.co.nz</a>
Phone:	06 3575363
Email:	manager@caccia-birch.co.nz
Office Contact:	Nicky Birch
Role in CCO:	Manager
Address:	As Above
Chairperson:	Grant O'Donnell
Email:	<a href="mailto:home@odonnell-law.co.nz">home@odonnell-law.co.nz</a>
Phone:	06 3567754 / 0274 424395
Trustees 2019 to 2020	Grant O'Donnell, Patricia Keiller, Jireeth Soni, Cushla Scrivens and David Campbell
Legal Status:	<i>Caccia Birch Trust Board is a Council-Controlled Organisation (CCO) for the purposes of the Local Government Act 2002 and operates as a Charitable Trust under the Charitable Trust Act 1957 and Charities Act 2005.</i>

### 3. FOREWORD

The Board is pleased to present this draft Statement of Intent for the three years from 2020 for Council comment.

This Statement was drafted before the occurrence of Covid-19. It has now been modified to reflect the uncertainties we all face.

While we have retained our Vision and our plans for the future, we have extended the timeline for implementation of some items and brought some of the lower cost items forward.

More importantly, we have modified the Budget to anticipating a reduction 30 per cent in business revenue and reduced operational costs appropriately for the 2020 to 2021 year.

We have set alongside our revised expectations with the outcomes we plan, to provide some positivity and the opportunity for citizens to appreciate heritage values in a peaceful setting.

The Board has long sought clarification from Council as to Council's expectations of Caccia Birch House. The recent Section 17A review did not clarify matters and indeed gave the Board further cause for concerns as to the future.

However, in the last Statement of Expectation and in subsequent discussions with Councillors and Council staff, Council has provided us with guidance about what developments to our operation and business activities it would like to see and has offered its support to make this happen.

The Board and its Manager have undertaken a full strategic review of our operations and has begun to prepare a 10-year business plan to align our aspirations with Council's 10-year planning process. This process is not yet complete, but the Board undertakes to complete the work before the final SOI is due in June.

The process to date has:

- Refreshed our vision, mission and values
- Identified three key strategic objectives that more properly reflect what we do and enable us to focus on maximising outcomes in all three areas
- Analysed our current businesses and services, their market potential and their contribution to the strategic objectives
- Prioritised a work programme for the next three years and aspirations for developments in the next 10 years
- We recognise we cannot achieve our objectives alone. We will work on developing a stakeholder engagement strategy and a partnership/collaboration plan.
- These are likely to include:
  - a) Working with CEDA to develop our visiting tourist products to showcase the City on the national and international markets. This includes developing an internationally recognised Qualmark rating.
  - b) Capitalising on the opportunities provided by the Arts Powerhouse initiative as a path to increase our contribution to a planned programme of events and activities across the City venues, despite the restrictions placed on the House by its District Plan zoning.
  - c) Collaborations with other local museums and heritage facilities to develop interpretative displays and signage to enhance a casual visit to the property
  - d) Community outreach plan.

We have identified several low cost/no cost initiatives which we are planning to implement in year 1 of the period covered by this SOI.

However, we believe that the staff team was managing to capacity during the current pre-covid year. The expected downturn of hire may allow us to continue harvesting all the “low-hanging fruit”, at least until such times as the revenue stream and activities resume to a ‘business as usual’ level.

We trust that Council will feel that we are moving in the right direction.

However, to elevate our performance to the aspirational targets contained in our emerging 10-year Business Plan, we require that Council partner with us in looking at the financials we present in this document to develop an asset management process, capital improvements programme and operational funding plan.

This will enable the Board to confidently commit to growth targets in 2021/22 and beyond.

We are looking forward to, and excited by, our future managing the “jewel in the crown” of the region’s heritage offering.

#### 4. Purpose of this Statement of Intent

This Statement of Intent is presented by CCO in accordance with the requirements of s 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 CCO for the next three years, and the objectives to which those activities will contribute.

This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organizational accountability.

#### 5. About Caccia Birch Trust Board

##### Purpose

Our key objective is to secure the future for the House and Gardens:

- as a Category 1 Heritage Property
- in the hearts and minds of our stakeholders and customers

##### Vision Statement

That residents, visitors and hirers have memorable experiences at the Caccia Birch House and Gardens that resonate with them personally and connect them with our cultures and history.

##### Mission Statements

In order to achieve this vision, the Caccia Birch Trust Board will work to:

- Maximise the heritage values of the Caccia Birch House and Gardens
- Maximise the opportunities for residents and their visitors to experience the property and gardens and learn about its history
- Maximise income from the house and gardens as a venue for hire, focusing on its market strength as the only Category 1 Heritage Status Homestead in Palmerston North

## Values

The Caccia Birch Trust Board and Staff Team will aspire to uphold the following values:

- **Inclusivity:** To create an environment that is warm and welcoming, respectful of diversity and provides something for everyone
- **Focus:** To articulate our goals clearly and to strive honestly to achieve them
- **Innovation:** To be open to new ways of doing our business and to aim for continuous improvement
- **Architectural and Historical Integrity:** to enshrine the heritage values of the House and Gardens in everything that we do

## Constitutional objectives

The Trust was established in 1989 by PNCC, primarily to oversee and manage the restoration of the house from a derelict and dilapidated state.

The gifting of the heritage listed property to the community underpinned the purpose of the Board and fundraising was one of the tasks required to meet the high costs of restoration and development.

The first objective of the Trust, as described in the Trust Deed is:

**“To develop, promote, enhance and maintain the land and buildings described in the Schedule of property hereto known as Caccia Birch House, in recognition of the heritage status of the building, so that it may be utilised and enjoyed by the community”.**

The second objective enables the Trust to undertake any actions that it deems necessary or desirable to achieve this purpose.

In 1993, as restoration work neared completion, it was agreed that making the house available to the community for meeting and function hire was a compatible use for the grand old homestead. A Manager was employed to administer the property and grow this activity in 1993.

The Board has been asked to consider whether its Deed is still relevant to its business in the 21<sup>st</sup> century, specifically whether it places adequate emphasis on the commercial hire activities of the House and Gardens.

The Board considers that the Trust Deed may need updating or modernising, for example to enable Board decisions by email. The Trust Board does not consider it necessary or desirable to amend the Trust Deed for activities which may be managed through the SOI process.

The Board's preference is to seek regular agreement with Council about the balance of its activities which will best maintain, enhance and add value to the heritage status of the House and Garden. This is already enshrined as the primary objective of the Trust.

## The Board's approach to governance:

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

- ensuring a heritage preservation focus to the Board's activities,
- working with stakeholders and with interested community groups to meet objectives,
- maintaining a constructive and proactive relationship with Palmerston North City Council,
- to be a good employer: The Board employs a Manager who is responsible for the day-to-day operations of Caccia Birch, engaging with the community and clients, oversight of staff, contractors and day to day administration. The Manager reports to the Board on performance against Caccia Birch Trust Board objectives.

### Caccia Birch House History Background.

- 1895 Caccia Birch House was built for Norwegian sawmiller & businessman Jacob Nannestad, who was co-owner of the towns largest sawmill Richter, Nannestad, Jenssen & Co located on Broadway and Albert St.
- 1903 'Hokowhitu' was sold to English businessman John Strang who developed it to what we see today and renamed it "Woodhey".
- 1908 the Governor General Lord Plunket and his family resided at the property, vacating in 1910 when the Strang's returned from their trip to England.
- 1921 William and Maud Caccia Birch (nee Keiller) purchased the property and occupied the House until William's death in 1936.
- 1941 The property was gifted to the Government to be used in the war effort as Army accommodation for Home Guard officers during World War II
- 1946 PN Hospital Board Convalescence home for war veteran nurses.
- 1961 Victoria University annex.
- 1963 Massey University
- 1970 PN Teachers College.
- 1975 Massey University found they could not develop the property and handed it back to the Government.
- 1977 the building stood empty, vandalised and derelict.
- 1983 After much debate about its future, former PNCC planner Ken Tremaine, Mayor Brian Elwood, Councillors Paul Rieger and Dr Bernard Forde felt it important to preserve local history and petitioned the government to gift the property to the city.
- A Deed of Agreement with a purchase price of 10 cents gifted Caccia Birch House to PNCC and community. It took a further ten years to find a way to fund the expensive restoration project.
- 1989, PNCC created the Caccia Birch Trust Board to oversee the restoration and preservation.
- The Trust Deed was created to ensure that Caccia Birch House would be preserved by the city for future generations.
- 1991 The restoration of the dilapidated buildings was largely funded from the sale of surrounding land and additional money from a large community house group, the Lottery funds and the PNCC.
- 1992 Restoration of the ground floor was completed, along with some grounds landscaping.
- 1993 Restorations of the upper floor and employment of a manager / custodian.
- 1994 Restoration of the CoachHouse.

The Trust Board was asked to find a sympathetic use for the property. Making the house available to the community for meeting and function hire was a compatible use for the grand old homestead. This was also the vehicle to ensure the property was accessible and well utilised by the community.

During the last twenty-seven years additional financial assistance has been received from PNCC, Central Energy Trust, Eastern & Central Community Trust, The Lion Foundation, Pub Charities and Earle Trust enabling numerous projects to be completed on the property.

The house is well-utilised for meetings, family functions, weddings, community events and promotion of local history to the visitor industry, contributing to the city's vibrant cultural facilities. Continuing with these activities will ensure future generations can continue to enjoy this iconic property.



## 6. Contribution to small city benefits, big city ambition

Palmerston North is the heart of the Manawatū region within central New Zealand. We are a small city with a lot to offer, and we're ambitious about where we're going.

Our vision is Palmerston North: Small city benefits, big city ambition.

Council has identified five strategic goals for achieving this vision:

**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**

**Goal 5: A driven and enabling Council**

Council's Culture and Heritage Plan supports Priority 2 of the Creative and Livable Strategy:

**"to celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages".**

Our strategic objectives demonstrate how the Caccia Birch Trust Board contributes to the following actions within the Culture and Heritage Plan:

- Make use of, and invest in, Heritage Buildings to provide Council and community facilities.
- Investigate opportunities to develop and add value to Council heritage buildings and sites.
- Provide facilities to enable the ongoing collection of, and access to, local history.

The Caccia Birch Trust also has a part to play in Goal 4:

- An eco-city, particularly in Priority 2 to work with Council to reduce carbon emissions.
- The Trust staff will work closely with Council asset managers to ensure that asset management and renewal incorporates sustainability principles and environmental improvements.
- The Trust staff will work with the hospitality sector to incorporate best sustainability practices in their operations.

## 7. Strategic objectives:

### **Strategic Objective 1:**

Maintain and enhance the heritage values of the Caccia Birch House and Gardens.

- This will ensure that the property meets all the requirements of its Category 1 Historic Property Status, is capable of providing the experiences of the Board's vision and is preserved to be available to future generations of residents in Palmerston North.

### **Strategic Objective 2:**

Increase the range of opportunities for residents and their visitors to experience the property and gardens and learn about its history.

- This will increase the visibility of the house and gardens within the local community, increase satisfaction with the casual visitor experience and enable more community members to experience the house and gardens.

### **Strategic Objective 3:**

Increase income generated through the house and gardens as a venue for hire, focusing on its market strength as the only Category 1 Heritage Status Homestead in Palmerston North.

- This will increase the visibility of the house and gardens within the local community and enable the Trust Board to invest in activities that contribute to Strategic Objectives 1 and 2.

## 8. What we will do

### **Strategic objective 1:**

Maintain and enhance the heritage values of the Caccia Birch House and Gardens:

- Oversee PNCC's Asset Management Programme to the standard required for the heritage status of the house and gardens
- Maintain the grounds and gardens to the standard required for the heritage status of the house and gardens
- Secure improvements that enhance the heritage status of the house and gardens

### ***Over the next three years, the Board will implement the following capital improvements:***

- In conjunction with Council, clear and develop the Lagoon embankment to improve the visual link between Caccia Birch House, Hokowhitu Lagoon, the Manawatu River and restore the outlook towards Te Motu-O-Poutoa Pa. \*
- Improve existing footpath network on the property \*
- Provide more seats in the grounds, and focal point from which to enjoy the serenity of the gardens\*
- Increase period furniture and furnishings in the house

*\*Denotes assistance may be required with input of council funding.*

### **Strategic objective 2:**

Provide a range of opportunities for residents and their visitors to experience the property and gardens and learn about its history:

- Provide as much access as possible to the house and grounds for residents and their visitors to "self-guide" through the Coach House and interpretive signage in the gardens
- Provide regular, well-advertised open days and guided tours for residents and their visitors
- In collaboration with the Council and other public bodies (including other CCOs), community organisations and commercial operations, to provide a range of activities and events at no or low cost to residents and their visitors at the house and gardens. \*

### ***Over the next three years, the Board will implement the following capital improvements:***

- Create various types of focal points in the grounds
- Work to reduce carbon emissions by improving pedestrian access to the property and bicycle parking facilities at the property. \*
- Develop and promote more history displays and use modern technology for information sharing to engage the younger community
- Make more historical and property information available – could be electronic, incl CoachHouse
- Provide better signage in the grounds to enhance visitor experience. \*
- Develop interactive displays
- Interpretation of gardens – plan and info on features with a path circumnavigating property to enable self-guided tours. \*

### ***Over the next three years, the Board will aim to increase the number of social activities available to the casual visitor to the house and gardens by:***

- Providing greater visitor engagement through well trained and knowledgeable staff/volunteers.
- Age-specific activities
- Themed days
- Encouraging more ethnic, multi-cultural and non-profit community groups to experience this heritage facility.
- Investigating the provision of a coffee cart/food trucks for regular use by casual visitors

*\*Denotes assistance may be required with input of council funding.*

**Strategic objective 3:**

Manage the house and gardens as a venue for hire, focusing on its market strength as the only Category 1 Heritage Status Homestead in Palmerston North:

- Hire the venue for weddings and special occasions to residents and visitors to the City
- Hire rooms/venue for corporate meetings and seminars
- Hire rooms/venue to community users focusing on special interest groups to increase the visibility of the house and gardens in the community
- Provide a tourist experience for visitors to the City, in conjunction with partners such as CEDA

Over the next three years, the Board will aim to increase the income from venue hire with the following capital improvements:

- Build a summerhouse/stage in grounds (self-contained) \*
- Publication of a Caccia Birch House history book (for sale)
- Infrastructure updated e.g. improved Wi-Fi\*
- State of the art electronic displays
- Enhance business/conference furniture and equipment\*

Over the next three years, the Board will aim to increase the income from venue hire by:

- Ensuring that the operation is appropriately staffed to meet the changing outcomes.
- Apply for 12-night extension\*
- Develop a program of 'shared-risk' events to engage with the community
- Increase catering revenue
- Tours international - value added (e.g. afternoon tea)
- Qualmark
- Develop full-service packages and discontinue the 'self-service model.

*\*Denotes assistance may be required with input of council assistance.*

## 9. Performance measures

The Board has reviewed its performance measures in the light of the Statement of Expectation for "4-6 high-quality performance measures with officers which demonstrate Caccia Birch Trust's performance against key activities that contribute to Council's strategic outcomes".

Specifically, it undertook an RBA<sup>1</sup> process to identify performance measures for Strategic objective 2 (to provide a range of opportunities for residents and their visitors to experience the property and gardens and learn about its history).

The Board will survey a sample of casual visitors to the House or to a publicly accessible event to find out if it is delivering experiences which meet its aspirational vision. A sample of 100 will be indicative of the general experience of visitors.

This information will feed directly into the reporting templates provided by the Council officers and is attached.

<sup>1</sup> Results Based Accountability: <https://www.msds.govt.nz/what-we-can-do/providers/results-based-accountability/index.html>

Strategic Objective	Performance measure	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23
Maintain and enhance the heritage values of the Caccia Birch House and Gardens	Planned capital new and renewal programme is completed	100% completed, commentary on progress			
Provide a range of opportunities for residents and their visitors to experience the property and gardens and learn about its history	No of Trust / Council & stakeholder operated publicly accessible events	Target 4	3	5 / 6	
	No. visitors to Open Days	Target 560	580		
	No. Visitor experience surveys completed (RBA see below)	new	100	100	100
Manage the house and gardens as a venue for hire, focusing on its market strength as the only Category 1 Heritage Status Homestead in Palmerston North	No. of hires	Target 400	425	450	500
	No. of Community Groups hires	New	30	40	50
	Income from venue hire incl net catering	Target: \$100,000	\$85,000	\$121,000	\$130,000

How Much	How Well	Is anyone better off?				Population outcomes
		Skills and knowledge	Attitude and opinion	Behaviour change	Circumstance change	
<b>Secure 100</b> surveys from a range of visitor activities at CBH	<b># / % survey respondents</b> who would recommend to someone else.	<b># / % survey respondents</b> who report having learned something new	<b># / % survey respondents</b> who report they would be more likely to visit another heritage facility or similar event or activity	<b># / % survey respondents</b> who would visit again	<b># / % survey respondents</b> who report feeling more connected to the City and its history	Creative and Exciting City
<b>Catchall Question:</b> What else would you have liked to have seen/done during your visit to Caccia Birch House?						

## 10. How We Operate:

The Board believes that there is an increased interest in local history and heritage and that Caccia Birch is the premier local heritage offering.

There is nowhere else of this quality, locally, that is available for public access or for *hire in the manner we operate*.

Of particular note, is the combination of property and gardens, providing an oasis of tranquility in the heart of the City.

The Board has identified opportunities to capitalise on this through creating more opportunities for community access.

It also believes that there is limited room for expansion in its venue hire activities, recognising that this is a fickle and crowded market.

The Board is constrained in developing a stream of income from events because of its zoning in a residential area in the District Plan.

The Board, in making decisions, acknowledges the principles of Te Tiriti o Waitangi/The Treaty of Waitangi and the importance of engaging with Tangata Whenua in our operations. It also aims to make its decisions taking regard to its obligations to reduce carbon emissions and to operate sustainably.

The Board employs a full-time manager, part time gardener, mowing contractor, a secretarial contractor, a part time housekeeper and four part-time after-hours venue / function staff, working as required. The Board believes that this small staff team is operating at full capacity under the "business as usual" scenario.

The staff team needs to be expanded to manage the growth in business. Over the next few years, the Board envisages an increasingly full-time assistant manager with increased hours also for gardening and after-hours/function staff.

## 11. Working together

The Caccia Birch Trust Board has long been hoping to move beyond business-as-usual planning. It has been pleased to work with Council to develop an aspirational business plan.

It has costed this business plan based on previous experience and knowledge of the current market for its services. However, these costings are not presented in this draft Statement of Intent.

The Board will work to achieve identified growth in hire income and has included targets for its hire activities which it believes to be ambitious but realistic.

The Board will also work to enhance heritage values and increase community access but will need Council to increase its operating grant and to develop an asset management programme which will contribute to our success.

### Half-yearly report

By the end of February each year, Caccia Birch Trust Board will provide the Council with a half-yearly report complying with section 66 of the Local Government Act 2002. The report will include the following information:

- Manager/Chief Executive's commentary on operations for the relevant six-month period.
- Comparison of Caccia Birch Trust Board's performance to the objectives 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, statement of financial position, statement of changes in equity and statement of cashflows.

**Annual report**

By 30 September each year, Caccia Birch Trust Board will provide the Council with an annual report complying with sections 67–69 of the Local Government Act 2002. Financial statements and audit clearance will be required in early August to ensure timely availability of PNCC’s annual report.

The annual report will contain the information necessary to enable an informed assessment of the operations of Caccia Birch Trust Board and will include the following information:

- Commentary on operations for the year.
- Comparison of Caccia Birch Trust Board’s performance to the objectives 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.

**12. Forecast financial statements.**

This section helps readers assess the cost-effectiveness of the activities that the CCO delivers. Statements must be for three years and be prepared in accordance with generally accepted accounting practice.

This section will contain the following information:

- Statement of financial performance
- Statement of financial position
- Statement of cash flows
- The CCOs Accounting Policies.
- For each section of information, it will contain the following years of information:
- Last full year of actual financials
- Current financial year budget and forecast
- The 3 years that the SOI covers
- Any occurrence where the CCO receives funds from a local authority will be separately noted.

**13. STATEMENT OF ACCOUNTING POLICIES**

Basis of Preparation:

The Board has elected to apply PBE SFR-A Public Sector Entity Simple Format Reporting - Accrual on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future.

Changes in Accounting Policies: There have been no changes in accounting policies. All policies have been applied on bases consistent with those used in previous years.

(a) Tier 2 PBE Accounting Standards Applied

The Trust has not applying any Tier 2 Accounting Standards in preparing its financial statements.

(b) Presentation Currency and Rounding

The financial statements are presented in New Zealand dollars (\$), and all financial information presented has been rounded to the nearest dollar.

(c) Property, Plant & Equipment

Property, plant and equipment are recorded at cost, less accumulated depreciation and impairment costs.

Donated assets are recognised on receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised.

Donated Artwork had not been recognised because the values of the artwork are not readily available. For an asset to be sold, the asset is impaired if the market price of an equivalent asset falls below the carrying amount.

Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Plant & Equipment	10 years (10%)
Leasehold Improvements	10 years (10%)

(d) Goods & Services Tax

These financial statements have been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST.

(e) Income Tax

The Trust is exempt from taxation due to the charitable nature of its activities via the operation of Section CW 35 of the Income Tax Act 2004.

(f) Revenue

Grants

Grants received from the Palmerston North City Council 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 Deed. The Trust also receives other government assistance for specific purposes, and these grants usually contain restrictions on their use.

Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met ("use or return condition"). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Sale of Goods and Services

Revenue from the sale of goods is recognised when the goods are sold to the customer.

Revenue from the sale of services is recognised by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

Donated Goods or Services Not Recognised

The Trust receives volunteer services at no charge.

Interest Revenue

Interest income is recorded as it is earned during the year.

(g) Employee Related Costs

Wages, salaries, and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries, & leave entitlements.

Performance payments are recorded when the employee is notified that the payment has been granted.

Superannuation contributions are recorded as an expense as staff provide services.

(h) Advertising, Marketing, Administration, and Fundraising Cost

These are expensed when the related service has been received. This does not include staff time spend on marketing activities.

(i) Bank Accounts and Cash

Bank accounts and cash comprise cash on hand, cheque or savings accounts, and deposits held at call with banks.

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

(j) Investments

Investments comprise investments in term deposits with banks.

Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

(k) Lease Expenses

Lease payments are recognised as an expense on a straight-line basis over the lease term.

(l) Debtors & Prepayments

Debtors & Prepayments are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected or applied to an invoice, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

(m) Creditors & Accrued Expenses

Accounts payable and accrued expenses are measured at the amount owed.

(n) Employee Costs Payable

A liability for employee costs payable is recognised when an employee has earned the entitlement. These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date. A liability and expense for long service leave and retirement gratuities is recognised when the entitlement becomes available to the employee.

(o) Budget Figures

The budget figures are derived from the statement of intent as approved by the board at the beginning of the financial year. The budget figures have been prepared in accordance with Tier 3 standards, using accounting policies that are consistent with those adopted by the board in preparing these financial statements.

**CACCIA BIRCH TRUST BOARD**

**CHAIRPERSON**

**GRANT O'DONNELL** \_\_\_\_\_ **DATE:**

	Budget 2020	Indicative 20/2021	Indicative 21/2022	Indicative 22/2023
<b>Inflation adjustment</b>		0% inflation	1%	1%
<b>Income</b>				
Council Funding				
PNCC Operational Grant	100,948	101,957	102,977	104,006
PNCC Meeting Grant	6,120	6,120	6,120	6,120
<b>Total Council Funding</b>	<b>107,068</b>	<b>108,077</b>	<b>109,097</b>	<b>110,126</b>
<b>Donations and Fundraising Income</b>				
Capital Projects	-	-	-	-
Donations Coach House	-	-	-	-
Project Grants	11,500	2,774	-	-
<b>Total Donations and Fundraising Income</b>	<b>11,500</b>	<b>2,774</b>	<b>-</b>	<b>-</b>
<b>Investment Income</b>				
Interest Income	546	566	566	566
<b>Total Investment Income</b>	<b>546</b>	<b>566</b>	<b>566</b>	<b>566</b>
<b>Sales of Goods and Services</b>				
Facilities hireage	100,550	81,872	116,960	125,147
Catering revenue	93,636	65,545	94,000	98,000
Miscellaneous income	-	-	-	-
<b>Total Sales of Goods and Services</b>	<b>194,186</b>	<b>147,417</b>	<b>210,960</b>	<b>223,147</b>
<b>Total Income</b>	<b>313,300</b>	<b>258,834</b>	<b>320,623</b>	<b>333,840</b>
<b>Less Cost of Sales</b>				
<b>Less Costs related to providing goods or</b>				
Catering expenses	88,594	62,545	89,300	93,100
Public Event Expenses	-	5,774	9,000	9,090
Casual staff for hire events	44,015	32,218	44,468	44,913
Conference expenses	500	500	750	1,000
<b>Total Costs related to providing goods or</b>	<b>133,109</b>	<b>101,037</b>	<b>143,518</b>	<b>148,103</b>
<b>Total Cost of Sales</b>	<b>133,109</b>	<b>101,037</b>	<b>143,518</b>	<b>148,103</b>
<b>Gross Profit</b>	<b>180,191</b>	<b>157,797</b>	<b>177,105</b>	<b>185,737</b>
<b>Less Operating Expenses</b>				
<b>Fixed Overhead Costs</b>				
Total Garden Maintenance	8,160	27,042	30,812	31,120
Cleaning consumables & Waste Disposal	4,150	3,386	4,318	4,361
Light, Power, Heating	10,100	7,211	10,500	10,605
Security	6,150	6,212	6,398	6,462
Repairs and Maintenance	9,300	3,000	5,600	5,656
Renewals - Minor assets	4,350	2,500	5,250	5,120
<b>Overhead Costs</b>	<b>42,210</b>	<b>49,351</b>	<b>62,878</b>	<b>63,324</b>
<b>Employee Costs</b>				
Wages & Salaries	129,015	99,489	112,412	113,536
Governance - secretarial	3,500	3,500	3,500	3,535
Trustee remuneration	6,120	6,120	6,120	6,120
<b>Total Employee Costs</b>	<b>95,220</b>	<b>77,319</b>	<b>78,176</b>	<b>78,896</b>
<b>Administrative Costs</b>				
Audit Fees	9,750	9,848	9,946	10,045
Bank Fees	680	680	687	694
Governance Expenses	1,100	785	793	801
Insurance	3,900	3,939	3,978	4,018
Marketing	5,700	5,000	6,500	7,000
Consulting & Accounting	8,920	9,009	9,099	9,190
Printing & Stationery	4,200	4,000	4,500	4,545
Telephone & Internet	2,200	2,222	2,500	2,525
Project expenses	9,000	2,500	-	-
Office Expenses- Software	1,235	1,247	1,260	1,273
-	-	-	-	-
<b>Total Administrative Expenses</b>	<b>46,685</b>	<b>39,230</b>	<b>39,263</b>	<b>40,091</b>
<b>Total Operating Expenses</b>	<b>184,115</b>	<b>165,900</b>	<b>180,317</b>	<b>182,311</b>
<b>Operating Profit</b>	<b>(3,924)</b>	<b>(8,103)</b>	<b>(3,212)</b>	<b>3,426</b>
<b>Non-operating Expenses</b>				
Depreciation	17,200	21,473	20,741	14,872
New Capital purchase	-	-	-	-
<b>Total Non-operating Expenses</b>	<b>17,200</b>	<b>21,473</b>	<b>20,741</b>	<b>14,872</b>
<b>Net profit</b>	<b>(21,124)</b>	<b>(29,576)</b>	<b>(23,953)</b>	<b>(11,446)</b>

	Budget 2020	Indicative 20/2021	Indicative 21/ 2022	Indicative 22/2023
		0% inflation adjustment	1% inflation adjustment	1% inflation adjustment
<b>Revenue</b>				
Donations, fundraising and other similar income	11,500	2,774	0	0
Council funding	107,068	108,077	109,097	110,126
Investment income	546	566	566	566
Sales of Goods and Services	194,186	147,417	210,960	223,147
<b>Total Revenue</b>	<b>313,300</b>	<b>258,834</b>	<b>320,623</b>	<b>333,840</b>
<b>Expenditure</b>				
Costs related to providing goods and services	133,109	101,037	143,518	148,103
Administration and Overhead Costs	42,210	49,351	62,878	63,324
Employee, Trustee and Contractor Costs	95,220	77,319	78,176	78,896
Other Expenses	46,685	39,230	39,263	40,091
Asset Write offs	-1	0	0	0
Depreciation	17,200	21,473	20,741	14,872
<b>Total Expenditure</b>	<b>334,423</b>	<b>288,410</b>	<b>344,576</b>	<b>345,286</b>
<b>Net surplus/(Deficit)</b>	<b>-21,123</b>	<b>-29,576</b>	<b>-23,953</b>	<b>-11,446</b>

<b><u>SOI Budget Notes</u></b>	
<b><u>2020 to 2021 - Post Covid 19 Lockdown - Survival at a fiscal level.</u></b>	
<i>Revenue forecast for venue hireage and catering reduced by 30%</i>	
<i>Operational expenses are reduced to reflect lower venue use.</i>	
<i>Essential staffing for venue and minimal free events until hire and activity lifts. Implemented legislated minimum wage increase.</i>	
<i>Fixed costs such as grounds, security, insurance, accounting &amp; audit &amp; administration approx. based on 2019 to 2020 forecast</i>	
<i>No non-essential spending until revenue stream picks up or grants received for projects</i>	
<i>Pre-planned capital projects around the property, held over due to lockdown to be undertaken</i>	
<i>The total cost of grounds maintenance includes the part time staff wages, lawn contractor and supplies - minimal spend</i>	
<i>The updated depreciation increase is due to new property improvement expenditure and equipment renewals. \$ 19K of the total is attributed to property improvements funded and managed by the Trust Board.</i>	
<b><u>2021 to 2022 - Recovery start up</u></b>	
<i>Working towards a 'business as usual' return during 2021 with increased income from added value activities</i>	
<i>Anticipating additional resources for marketing and staff to generate more large events and revenue producing activities.</i>	
<i>Reinstatement of budget for renewals and improvements to services - catch up.</i>	
<i>Increased general staff wages in line with higher use and implementing legislated minimum hour rate increases.</i>	
<i>Grounds budget increased for catch up maintenance and planting.</i>	
<b><u>2022 to 2023 - On track and growing.</u></b>	
<i>Revenue tracking upwards,</i>	
<i>Related expenses along with fixed costs levelling out – commensurate with activities.</i>	

SCHEDULE OF PERFORMANCE MEASURES FOR CACCIA BIRCH

Name of Partner	Investment (\$)	Direct Client	Performance Measures						Population Outcomes	
			How Much	How Well <sup>2</sup>	Is Anyone Better Off <sup>3</sup>					
					Skills & Knowledge	Attitude & Opinion	Behaviour Change	Circumstance Change		
Caccia Birch	Operating grant \$110k Asset management tbc	<b>ALL Clients</b>	Total # clients <sup>4</sup>							
		<b>Visitors to the house and/or grounds</b>	Total # visitors <sup>5</sup> at any event that is publicly accessible (ticketed or free)	NPS Score <sup>6</sup> – (how likely is it that you would recommend Caccia Birch to others?)	#/% first time visitors report they strongly agree/agree they learnt something about the history of the property	#/% respondents who report they strongly agree/agree that: * they would be more likely to visit another heritage facility/similar event or activity * it's important to invest in the maintenance and availability of heritage facilities in our City <sup>7</sup>	#/% respondents who report they strongly agree/agree that would visit again	#/% respondents who report they strongly agree/agree feeling more connected to the City and its history	Creative and Exciting City	
			Total # attendees <sup>8</sup> at hired events							
		<b>Venue hirers: including Council, community, commercial and private hirers</b>	Total # venue hirers	NPS Score <sup>9</sup> – (how likely is it that you would recommend Caccia Birch to others?)						Creative and Exciting City
			Total # community group hirers	NPS Score <sup>10</sup> – (how likely is it that you would recommend Caccia Birch to others?)						Creative and Exciting City
		<b>Hires/Events</b>	Total # bookings							
			Total # public events <sup>11</sup>							
<b>Financial Management</b>	\$ Revenue	% growth in income from venue hire/net catering								

<sup>2</sup> Note that numerators and denominators for all how well measures will be checked to inform reporting tools. Some are not captured in this table.

<sup>3</sup> Note that numerators and denominators for all better off measures will be checked to inform reporting tools. Some are not captured in this table.

<sup>4</sup> Clients – all individuals

<sup>5</sup> Visitors = individuals who visit Caccia Birch venue

<sup>6</sup> NPS – Net Promoter Score measures the willingness of customers/clients to recommend a company’s products or services to others. It is used as a proxy for client satisfaction. For more information please see [www.netpromoterscore.com](http://www.netpromoterscore.com)

<sup>7</sup> As above.

<sup>8</sup> Attendees = individuals who attend a scheduled social or community function at Caccia Birch venue

<sup>9</sup> As above.

<sup>10</sup> As above.

<sup>11</sup> This include Trust / Council and stakeholder operated publicly accessible events. Examples are Caccia Birch Open Days, accessible days for Coach Archive House, and casual visits.





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phone: 06 351 4409

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## Globe Theatre Trust Statement of Intent For the three years to 30 June 2023

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*Version:* Final

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*Date:* 30/06/2020

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*Prepared by:* Globe Theatre Trust Board

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## Trust Details as at 30 June 2020

Nature of Business	Theatre
Establishment Date	15 April 2002
Trustees	J Adams M Dale (Chairperson) R Harris G Hudson M May
Treasurer	G Hudson
Secretary	M May
Theatre Manager	G Keating
Address	312 Main Street PO Box 132 Palmerston North  Telephone: (06) 351 4409
Telephone	(06) 351 4409
Website	<a href="http://www.globetheatre.co.nz">www.globetheatre.co.nz</a>
Email	<a href="mailto:info@globetheatre.co.nz">info@globetheatre.co.nz</a>
Bankers	Bank of New Zealand
Solicitors	Cooper Rapley
Registered Office	C/ Palmerston North City Council Civic Administration Building The Square Palmerston North
Incorporation Number	1206039
Charity Registration Number	CC28111
Inland Revenue Number	43-006-495

## Foreword

The Globe Theatre Trust Board is pleased to present its Statement of Intent for the three-year period from July 2020 to June 2023. The Board continues to be driven by its vision of the Globe Theatre as the home of the local performing arts community in Palmerston North.

In 2017/18, the Board prepared a 5-Year Strategic Plan which informed its input into the 2018-28 Council 10-year plan. Its intention was to review this during 2020/21 in good time for input into the 2021-31 Council 10-year plan. The Board notes that the Council have requested the Board completes this process prior to submitting its Statement of Intent 2020-2023. The Board has reviewed its 5-Year Strategic Plan and following that review has created a 10-Year Strategic Plan with a view to review every year. The 10-Year Strategic Plan has been attached to the Statement of Intent 2020-2023.

The Statement of Intent is presented under a "business as usual" scenario as per the new Strategic Plan. However, the COVID-19 Pandemic has drastically changed the SOI outlook and as advised by council officers, this draft is a "best-guess" scenario. The Board had anticipated further growth in its business, although not on the recent steep trajectory. The busy-ness of the theatres has necessitated taking on an additional staff member during 2019/20. The Board is confident that this additional position can be funded from the growth in hire income and ticketing business. The Board has also budgeted for increased technical support and hopes that this may grow into a permanent paid position over the period of this Statement of Intent.

The Board is also aware of the Council's move to a Results Based Accountability methodology and looks forward to working with council officers over time to see how this new methodology can be implemented at the theatre.

The Board will be delighted to work further with Council staff to develop its aspirations for Council consideration at the stage of the final Statement of Intent in June 2020. In the meantime, the Board also notes Council's request in the Letter of Expectation that it:

- actively explore and report on commercial models (such as the shared risk/reward model that The Globe have initiated in some of their music programming) that might attract hirers who otherwise would not use the venue because of the cost but whose offering might enable the venue to expand into new audience areas or explore commercial opportunities.
- to actively explore collaboration on a one-stop front of house booking operation that enables getting bookings in the right City venue for the event.
- actively explore bringing ticketing functions under one umbrella for city venues.
- identify your regionally/nationally significant events based on current delivery and explore what a stretch target for that would look like, and
- work with Palmerston North City Council and other agencies to develop Economic Impact reporting for those events, as used in the Significant Events report that CEDA has previously presented to the Economic Development Committee.

The Board currently reports upon the first bullet point and is aware of the avenue via the Arts Powerhouse Committee to work collaboratively on the other actions identified.

Globe Theatre Trust Board  
June 2020

## Purpose of the Statement of Intent

This Statement of Intent is presented by The Globe Theatre Trust in accordance with the requirements of s 64(1) of the Local Government Act 2002.

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intention of The Globe Theatre Trust for the next three years, and the objectives to which those activities will contribute.

This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability.

## About the Globe Theatre Trust

### GOVERNANCE STATEMENTS

The Globe Theatre Trust is established and governed by the Globe Theatre Trust Deed, available on request from the contact officer.

#### Objectives of Globe Theatre Trust Deed

The objectives of the Trust Deed provide the framework for the Trust to control, develop, promote, enhance and maintain the Globe Theatre so that it may be used and enjoyed by the inhabitants of the Manawatu area including:

- (i) Securing the future of the Globe Theatre.
- (ii) Preparing, in consultation with the Council, a Strategic Plan and an Annual Plan for attaining these objectives.
- (iii) Acknowledging the Globe Theatre as the home of the Manawatu Theatre Society.
- (iv) Ensuring the Globe Theatre remains accessible to the community (both physically and financially).
- (v) Fostering a sense of community by encouraging youth, assisting amateurs, and promoting participation.

The primary objective of the Trust is to promote the performing arts within Palmerston North by catering for a variety of local and touring arts and cultural events such as drama, comedy, musical theatre, dance and musical recitals, public artistic competitions, conferences and seminars, rather than making a financial return.

#### Structure and governance

The Board of up to seven Trustees (5 appointed by Palmerston North City Council and up to 2 co-opted Trustees) is responsible for the strategic direction and control of The Globe Theatre Trust's activities. The Board guides and monitors the business and affairs of the Trust, in accordance with the Trustee Act 1956, 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:

- (i) the operation and performance of the Board, including being a good employer
- (ii) managing the relationship with the Theatre Manager
- (iii) being accountable to the community and reporting to the Palmerston North City Council

The Theatre Manager is responsible for the day-to-day operations of the Globe Theatre, engaging and oversight of staff/volunteers and reporting to the Trustees on performance against The Trust's objectives.

### CORE PURPOSE

That the Globe Theatre is "home" to the local performing arts community within a City-wide cultural precinct.

### VISION

A dynamic, bustling, vibrant centre for the performing arts community in Palmerston North.

**MISSION**

To be recognised as the most collaborative and co-operative organisation amongst the city's cultural organisations.

**VALUES**

Customer Focus – We listen and understand the interests and important concerns of our internal and external stakeholders and business partners (patrons, hirers, suppliers).

Teamwork – We work cooperatively with others to produce innovative solutions that meet the needs of all.

Respect for others – We listen and respond constructively and promptly and try to understand alternative points of view and accommodate these into our core business.

Accountability – We focus on making things happen fast - solving problems and getting work done. We identify what needs to be done and take action before being asked or the situation requires it.

Honesty and integrity - We will be straightforward in conducting ourselves and our business. We will be trustworthy, loyal, fair and sincere.

**Contribution to small city benefits, big city ambition**

Palmerston North is the heart of the Manawatū region within central New Zealand - a small city with a lot to offer, and ambitious about where it's going. The City Council vision is Palmerston North: Small city benefits, big city ambition.

Council has identified five strategic goals for achieving this vision and the Globe Theatre Trust contributes primarily to Goal 2: A creative and exciting city. Council has developed strategies to support achievement of its goals, and the Globe Theatre Trust contributes primarily to the Creative and Liveable Strategy. Within this Strategy, Council has identified priorities and the Globe Theatre Trust contributes primarily to Priority 3, to develop the city into an arts powerhouse with a national reputation for creativity and the arts, and to a lesser but still significant extent, Priority 4, to develop a national and international reputation as an exciting city with plenty to do at night and on weekends.

The Globe Theatre Trust also has a part to play in Goal 4: An eco-city, particularly in Priority 2 to work with Council to reduce carbon emissions.

The Globe Theatre Trust believes that its contribution to the Council's vision, strategic goals and underpinning strategies can be realized as it works towards its vision to deliver a dynamic, bustling, vibrant centre for the performing arts community in Palmerston North. It has in turn developed strategic objectives and strategies to support it to achieve this within the framework of its Trust Deed.

**The Globe Theatre Trust's Strategic Objectives**

The Trust Board has identified three strategic objectives which describe the change that it will endeavour to bring about to support the Council to develop the City into an arts powerhouse with a national reputation for creativity and the arts.

Firstly, it will ensure that there are more, and more visible, arts and activities at the Globe that contribute to the Council's aspirations as an arts powerhouse.

Secondly, it will support the local performing arts community to showcase their diverse talents at the Globe.

Thirdly, it will maintain and develop facilities that enable our communities to produce and enjoy the very best performing arts that can be offered, ensuring that the Globe remains a cutting edge, visible and resilient cultural institution/facility. In addition, the Board will encourage and support Council, as asset manager, to ensure that these developments incorporate incremental sustainability and environmental improvements to contribute to the reduction in CO<sup>2</sup> emissions.

## Nature and scope of activities of the Trust Board – what we do

To achieve its objectives, the Trust Board aims to:

1. Increase the number of events that take place at the Globe Theatre and the number of people who are involved in these events (actively organising or participating in a performance or performing art).  
This will entail:
  - Providing a seamless, customer-focused hire service that is responsive to the needs of hirers and is enabling and supportive.
  - Ensuring that there are friendly, helpful and knowledgeable staff/volunteers who can support our hirers in delivering a successful event, whether it is negotiating an appropriate contract, advising on promotion, securing front of house/ushering volunteers or providing technical support.
  - Encouraging national and international visiting productions and artists to perform at the venue.
  
2. Maximize the use of the venues by local community performing arts groups and events and to represent the diversity of the Palmerston North community.  
This will entail:
  - Undertaking community outreach and collaborating with other agencies and organisations to demonstrate how the Globe may contribute to their aspirations to showcase and develop their cultural heritage.
  - Working particularly with community hirers to support them to showcase their cultural and performing arts heritage, ensuring that the venues are available and accessible for them and encouraging them to become regular users of the theatres.
  
3. Maintain the fixtures, fittings and theatre equipment to ensure it continues to offer a professional experience to all its clients/customers/users.  
This will entail:
  - Working with the local performing arts community to identify future needs and advancing technologies to support developing performing arts practice.
  - Working closely with PNCC as the building owner, local suppliers with theatre specialisms and local philanthropic organisations which contribute necessary funding.
  - Encouraging and supporting PNCC as the building owner, working closely with local suppliers with theatre specialisms and local philanthropic organisations, to incorporate low carbon choices.

## Performance Measures

### DEFINITIONS

#### USER GROUPS

**MOU Group** – has an MOU arrangement with the Globe Theatre, is performance-based, may be a community group or professional group

**Art School** – is performance based, where the performance is delivered by students whether or not the organisation is a commercial company

**Community Group** – the hirer is a community organisation, may or may not be performance based

**Professional Group** – the hirer is a professional performing arts practitioner, a private individual or a commercial company (may or may not be performance based)

**Community Festival** – the Globe Theatre participates in a city-wide/cultural precinct-wide series of events that form part of a festival. May or may not be performance based, may or may not attract a hire fee

#### USAGE AND PERFORMANCE

**Usage** – A space in the theatre is set aside for a specific event, activity or exclusive use by a hirer.

**Performance** – The “usage” involves an audience of any description

#### PERFORMANCE BASED USEAGE:

**Theatre Performance** – a dramatic or dance performance on stage to an audience, open to the public, may be ticketed or not, or a rehearsal towards a performance in front of an audience

**Musical Performance** – a musical performance on stage to an audience, open to the public, may be ticketed or not, or a rehearsal towards a performance in front of an audience

**Film Performance** – a film shown to an audience, open to the public, may be ticketed or not

#### NON-PERFORMANCE BASED USEAGE:

**Conference** – a presentation on stage to an audience, may be open to the public or may be pre-registered delegates, may be ticketed or not

**Celebration** – a ceremony, party or other festive event, may be open to the public or not, may involve a “performance” to an audience, may be ticketed or not

**Misc. meeting** – anything else!

#### HOURS OF USE BY HIRERS

Approximate length of each usage from pack in to pack out (does not include box office or café opening hours)

#### NO. OF DISCREET PARTICIPANTS

People taking part in multiple “usages” for a single event are counted only once. For example, a play that is rehearsed at the Globe and shown at the Globe with 10 participants is only counted as 10 participants although each rehearsal and performance is a separate hire or “usage”

#### NO. OF VISITORS/AUDIENCE MEMBERS

People participating at the Globe as an audience member/attending an event but not as an organiser or performer. For example, someone who has been to multiple events at the Globe as an audience member would be counted for each event they attend. It does not include people visiting the box office or café.)

## Strategic priorities and performance monitoring for 2020/21, 2021/22, 2022/23

Strategic Priority 1: Ensure that there are more, and more visible, arts and activities at the Globe that contribute to the Council's aspirations as an arts powerhouse.					
Performance measure	Actual		Target		
	2018/19	at 30 June 2020	2020/21	2021/22	2022/23
Number of usages	Result as at 30 June 2019 = 680	533	380 Commentary on issues	650 Commentary on issues	675 Commentary on issues
Number of performances	Result as at 30 June 2019 = 253 (27%)	221 (42% of total usage)	190 Commentary on issues	220 Commentary on issues	240 Commentary on issues
Hours of Use by Hirers	Result as at 30 June 2019 = 2,544	1,988	1,436 Commentary on issues	2,600 Commentary on issues	2,800 Commentary on issues
No. of discreet participants	Result as at 30 June 2019 = 1,843	1,785	1,156 Commentary on issues	1,750 Commentary on issues	1,850 Commentary on issues
No. of visitors/audience members	Result as at 30 June 2019 = 21,409	15,487	12,635 Commentary on issues	26,000 Commentary on issues	27,000 Commentary on issues
Maintain or improve satisfaction ratings of hirers	Result as at 30 June 2019 = 93% (n=41)	94% (n=33) rate the Globe Theatre as an Excellent or a Good venue	2020/21 result maintained or improved – commentary on issues	2021/22 result maintained or improved – commentary on issues	2022/23 result maintained or improved – commentary on issues
Maintain or improve satisfaction ratings of visitors (audiences)	Result as at 30 June 2019 = 84% (n=148)	93% (n=119) rate the Globe Theatre as an Excellent or a Very Good venue  93% rate the performances they attended as Excellent or Very Good	Provide annual result and commentary on any issues	Provide annual result and commentary on any issues	Provide annual result and commentary on any issues
Number of national and international visiting productions performing at the Globe	Result as at 30 June 2019 = 28	22	11	15	17

Strategic Priority 2: Support the local performing arts community to showcase their diverse talents at the Globe, and working to ensure our users represent the diversity of the Palmerston North community					
Performance measure	Actual		Target		
	2018/19	at 30 June 2020	2020/21	2021/22	2022/23
Proportion of use driven through MOU arrangements.	Result as at 30 June 2019 = 57%	65%	63%	70%	70%
Proportion of MOU-driven use that is performance-based	Result as at 30 June 2019 = 95%	95%	95%	95%	95%
Proportion of overall usage from established community users <sup>1</sup>	Result as at 30 June 2019 = 21%	31%	2020/21 result maintained or improved – commentary on issues	2021/22 result maintained or improved – commentary on issues	2022/23 result maintained or improved – commentary on issues
Proportion of overall usage from new community groups <sup>2</sup>	Result as at 30 June 2019 = 5.3%	8.9%	2020/21 result maintained or improved – commentary on issues	2021/22 result maintained or improved – commentary on issues	2022/23 result maintained or improved – commentary on issues

<sup>1</sup> The target will be to reduce this proportion, aiming to convert regular community users to MOU arrangements

<sup>2</sup> Note will be made of the ethnic and cultural origin of users to monitor success in outreach programmes

Strategic Priority 3: Maintain and develop facilities that enable our communities to produce and enjoy the very best performing arts that can be offered, ensuring that the Globe remains a cutting edge, visible and resilient cultural institution/facility.					
Performance measure	Actual		Target		
	2018/19	at 30 June 2020	2020/21	2021/22	2022/23
Carry out capital development programme	Globe 1: new digitally enabled rig installed.	Globe 1: New digital lighting rig installed in Globe 1 May 2020	Globe 1: New Roller door/backstage storage	Investigate digital signage options	New projector for Globe 1 with electric screen
Funding capital renewal programme from depreciation fund	45% depreciation funded	Not measured; capitalisation not done until year end	68% depreciation costs available for capital renewal	60% depreciation costs available for capital renewal	60% depreciation costs available for capital renewal

## How we operate

The team at the Globe Theatre are a passionate group of people driven to grow and develop the performing arts in the City and wider region. We recognise, and take responsibility for, our role in contributing to the common vision to develop the City into an arts powerhouse with a national reputation for arts and creativity. We will work to:

- Increase the culture of supporting performing arts events from the local community (residents and businesses) to grow the sector.
- Collaborate with all cultural organisations to support each other's contribution towards the common vision
- Liaise effectively with a city council committed to and contributing to the common vision.
- Participate in decision-making – governance and operational – that is co-creational building trust and capacity within and between each collaboration partner

In keeping with best management practice, the Globe Theatre Trust aims to operate efficiently and effectively, reducing any adverse impacts on the natural and built environment. The Theatre management will work towards zero waste in its operations and in developing technologies and processes which reduce the carbon footprint of the theatre's day-to-day operations.

As a future-focused organisation, we aim to promote the social and cultural well-being of our communities through participation in the arts. The Trust regularly reviews its internal processes, seeking continuous improvement in order to deliver value for money to the shareholders and the rate payer. As a Council Controlled Organisation (CCO), the Trust is also aware that much of its funding is derived from public monies and therefore all expenditure should be subject to a standard of probity and financial prudence that is to be expected of a CCO and be able to withstand public scrutiny. The Trust recognises the principles of the Treaty of Waitangi and acknowledges the importance of partnering with local Iwi and recognition of Tangata Whenua in the region.

The Trust is committed to the health and safety of all workers, volunteers, visitors and the public across its premises by undertaking all measures reasonably practicable to provide a safe working environment. The Trust believes that creating and maintaining a healthy work environment is a shared, co-operative venture, where employees, volunteers and employers have roles and responsibilities, including the maintenance of a balance between work and non-work activities. As such, the Trust will ensure it meets its obligations with respect to New Zealand laws and regulations and will undertake annual reviews based on established best practice guidelines.

## Working together

### HALF-YEARLY REPORT

By the end of February each year, The Globe Theatre 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:

- Theatre Manager's commentary on operations for the relevant six-month period.
- Comparison of The Globe Theatre Trust's performance to the objectives 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, statement of financial position, statement of changes in equity and statement of cashflows.

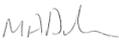
**ANNUAL REPORT**

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

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

- Commentary on operations for the year.
- Comparison of The Globe Theatre Trust’s performance to the objectives 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.

This Statement of Intent was approved by the Globe Theatre Trust Board on 20 May 2019.

Signed: 

Maxine Dale, Chairperson, Globe Theatre Trust Board

## Forecast financial statements

### STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDED 30 JUNE 2021, 2022, 2023

	Actual 2019	Reforecast 2020	Indicative 2021 1% inflation adjustment	Indicative 2022 1% inflation adjustment	Indicative 2023 1% inflation adjustment
<b>Revenue</b>					
Donations, fundraising and other similar income	100,267	128,698	45,000	25,000	15,000
Council funding	113,366	115,748	116,905	118,075	119,255
Investment income	421	368	300	350	400
Sales of Goods and Services	90,785	71,886	55,077	82,000	88,600
<b>Total Revenue</b>	<b>304,839</b>	<b>316,700</b>	<b>217,283</b>	<b>225,425</b>	<b>223,255</b>
<b>Expenditure</b>					
Costs related to providing goods and services	31,970	12,127	8,341	16,150	16,800
Administration and Overhead Costs	45,062	56,187	52,038	64,462	62,111
Employee, Trustee and Contractor Costs	85,223	123,685	125,595	126,944	128,308
Other Expenses	21,247	22,661	21,253	21,678	22,112
Asset Write offs	1,599	0	0	0	0
Depreciation	37,363	58,529	66,748	69,748	70,748
<b>Total Expenditure</b>	<b>222,464</b>	<b>273,190</b>	<b>273,975</b>	<b>298,983</b>	<b>300,080</b>
<b>Net surplus/(Deficit)</b>	<b>82,375</b>	<b>43,510</b>	<b>-56,693</b>	<b>-73,558</b>	<b>-76,824</b>

Note 1: Funding for capital additions and renewals is recorded as income whilst the corresponding expenditure is recorded as an increase in assets. Large capital programmes in 2019 and 2020 are reflected in the Net surplus in those years and consequently (through increased depreciation) as a net deficit in the 2021 and 2022 financial years. The Globe Theatre Trust has traditionally not funded depreciation but is moving towards partially funding depreciation through this SOI period,

## STATEMENT OF FINANCIAL POSITION FOR THE YEARS ENDED 30 JUNE 2021, 2022, 2023

	Actual 2019	Forecast 2020	Indicative 2021	Indicative 2022	Indicative 2023
<b>Assets</b>					
<b>Bank</b>					
Cash and Cash Equivalents	70,799	51,795	31,850	18,040	11,964
<b>Total Bank</b>	<b>70,799</b>	<b>51,795</b>	<b>31,850</b>	<b>18,040</b>	<b>11,964</b>
<b>Current Assets</b>					
Accounts Receivable	13,233	16,699	17,000	17,000	17,000
Provision for impairment	0				
Accrued Revenue	0	0	0	0	0
GST Receivable	0	0	0	0	0
Prepayments	0	1,108	1,200	1,200	1,200
Sundry debtor accruals	0	0	0	0	0
<b>Total Current Assets</b>	<b>84,032</b>	<b>69,602</b>	<b>50,050</b>	<b>36,240</b>	<b>30,164</b>
<b>Fixed Assets</b>					
<b>Property, Plant and Equipment</b>					
Value of equipment purchased	585,126	585,126	669,727	699,727	709,727
Less accumulated depreciation	-309,278	-367,807	-434,555	-504,303	-575,051
New Capital purchase		84,601	30,000	10,000	0
<b>Total Property Plant and Equipment</b>	<b>275,848</b>	<b>301,920</b>	<b>265,172</b>	<b>205,424</b>	<b>134,676</b>
<b>Total Fixed Assets</b>	<b>275,848</b>	<b>301,920</b>	<b>265,172</b>	<b>205,424</b>	<b>134,676</b>
<b>Total Assets</b>	<b>359,880</b>	<b>371,522</b>	<b>315,222</b>	<b>241,664</b>	<b>164,840</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
<b>Creditors and Other Payables</b>					
Accounts payable	36,556	16,699	17,000	17,000	17,000
Income in advance	0	0	0	0	0
Grants in advance	5,500	0	0	0	0
Accrued Expenses	0	0	0	0	0
PAYE Payable	0	1,107	1,199	1,199	1,199
GST	0	0	0	0	0
<b>Total Creditors &amp; Other Payables</b>	<b>42,056</b>	<b>17,806</b>	<b>18,199</b>	<b>18,199</b>	<b>18,199</b>
<b>Employee Costs Payable</b>					
Holiday pay liability	4,677	0	0	0	0
Wages accrual	2,942	0	0	0	0
<b>Total Employee Costs Payable</b>	<b>7,619</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Current Liabilities</b>	<b>49,676</b>	<b>17,806</b>	<b>18,199</b>	<b>18,199</b>	<b>18,199</b>
<b>Total Liabilities</b>	<b>49,676</b>	<b>17,806</b>	<b>18,199</b>	<b>18,199</b>	<b>18,199</b>
<b>Net Assets</b>	<b>310,205</b>	<b>353,716</b>	<b>297,023</b>	<b>223,465</b>	<b>146,641</b>

## STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEARS ENDED 30 JUNE 2021, 2022, 2023

	Actual 2019	Forecast 2020	Indicative 2021	Indicative 2022	Indicative 2023
Opening balance as at 1 July	227,831	310,205	353,715	297,023	223,465
<i>Comprehensive Income</i>					
Surplus/(Deficit)	82,375	43,510	-56,693	-73,558	-76,824
<b>Balance at 30 June</b>	<b>310,205</b>	<b>353,715</b>	<b>297,023</b>	<b>223,465</b>	<b>146,640</b>

## STATEMENT OF CASHFLOW FOR THE YEARS ENDED 30 JUNE 2021, 2022, 2023

	Actual 2019	Forecast 2020	Indicative 2021	Indicative 2022	Indicative 2023
<b>Cash Flows from Operating Activities</b>					
Donations and Fundraising	101,182	128,698	45,000	25,000	15,000
Receipts from Council grants	113,366	115,748	116,905	118,075	119,255
Receipts from sale of goods and services	87,264	85,119	55,077	82,000	88,600
Interest Received	421	368	300	350	400
Payments to Suppliers & staff	-181,434	-264,336	-207,227	-229,234	-229,331
Goods and Services Tax (net)	-932				
<b>Net Cash Flows from Operating Activities</b>	<b>119,867</b>	<b>65,597</b>	<b>10,056</b>	<b>-3,810</b>	<b>-6,076</b>
<b>Cash Flows from Investing Activities</b>					
Purchase of Fixed Assets	-81,977	-84,601	-30,000	-10,000	0
Sales of Fixed Assets	0	0	0	0	0
<b>Net Cash Flow from Investing Activities</b>	<b>-81,977</b>	<b>-84,601</b>	<b>-30,000</b>	<b>-10,000</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>37,890</b>	<b>-19,004</b>	<b>-19,944</b>	<b>-13,810</b>	<b>-6,076</b>
Cash and Cash Equivalents at the start of the Year	32,909	70,799	51,795	31,850	18,040
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>70,799</b>	<b>51,795</b>	<b>31,850</b>	<b>18,040</b>	<b>11,964</b>

Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

#### **Depreciation**

Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows

- Theatre Equipment 10 years (10%)
- Computer Equipment 5 years (20%)
- Furniture & Fittings 10 years (10%)

#### **Creditors and other payables**

Creditors and accrued expenses are measured at the amount owed.

#### **Employee and contractor costs**

Wages, salaries and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries and leave entitlements. Independent contractor costs are also included where at the discretion of management these services could equally have been delivered by an employee.

Performance payments are recorded when the employee has been notified that the payment has been granted.

Superannuation contributions are recorded as an expense as staff provide services.

#### **Employee Costs Payable**

A liability for employee costs payable is recognised when an employee has earned the entitlement.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date. A liability and expense for long service leave and retirement gratuities is recognised when the entitlement becomes available to the employee.

#### **Provisions**

The Trust recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation because of a past event, it is probable that expenditure will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

#### **Income Tax**

The Trust has been granted Charitable Status by the Inland Revenue Department and therefore is exempt from income tax.

#### **Accumulated Funds**

Accumulated Funds are measured through the following components:

- Retained Earnings
- Contributed Capital

#### **Budget figures**

The budget figures are derived from the statement of intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with Tier 3 standards, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

#### **Tier 2 PBE Accounting Standards applied**

The Trust has applied the following Tier 2 Accounting Standards in preparing its financial statements.

## Summary of significant accounting policies

### ***Changes in Accounting Policies***

There have been no changes to accounting policies this year.

### ***GST***

The Trust is registered for GST. All amounts are recorded exclusive of GST, except for Debtors and Creditors which are stated inclusive of GST.

### ***Sale of goods***

Revenue from the sale of goods is recognised when the goods are sold to the customer.

### ***Sale of services***

Revenue from the sale of services is recognised by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

### ***Theatre Hire***

Charges for Theatre Hire are recognised when the Theatre is hired to the customer.

### ***Interest Revenue***

Interest revenue is recorded as it is earned during the year.

### ***Grants***

Grants received from the Palmerston North City Council 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.

Council, government, and non-government grants are recognised as revenue when they are received unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

### ***Fundraising and Donations***

Fundraising and donations are recognised as revenue when cash is received, unless the donations have a "use or return" condition attached. If there is such a condition, then the donation is initially recorded as a liability on receipt and recognised as revenue when conditions of the donation are met.

### ***Donated assets revenue***

Revenue from donated assets is recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the value of the asset is readily obtainable and significant.

### ***Advertising, marketing, administration, overhead and fundraising costs***

These are expensed when the related service has been received.

### ***Bank Accounts and Cash***

Bank accounts and cash comprise cash on hand, cheque or savings accounts, and deposits held at call with banks. Bank overdrafts are presented as a current liability in the statement of financial position.

### ***Debtors and other receivables***

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

### ***Investments***

Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

### ***Property, plant, and equipment***

Property, plant, and equipment is recorded at cost, less accumulated depreciation and impairment losses.

***Grant expenditure***

Non-discretionary grants are those grants awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Globe Theatre Trust has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the Grants Approval Committee and the approval has been communicated to the applicant. The Globe Theatre Trust's grants awarded have no substantive conditions attached.

## MEMORANDUM

**TO:** Arts, Culture & Heritage Committee

**MEETING DATE:** 12 August 2020

**TITLE:** Annual Report from the Palmerston North Public Sculpture Trust

**PRESENTED BY:** Sandra King, Executive Officer

**APPROVED BY:** Heather Shotter, Chief Executive

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### RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the memorandum entitled 'Annual Report from the Palmerston North Public Sculpture Trust' presented to the Arts, Culture & Heritage Committee on 12 August 2020 be received for information.
- 

#### 1. ISSUE

1.1 The Council Meeting on 26 April 2019 resolved:

- "1. That the report dated 17 January 2019 and titled 'Funding agreement between Palmerston North City Council and Palmerston North Public Sculpture Trust' be uplifted from the table.*
- 2. That the information contained in the report dated 17 January 2019, 'Funding agreement between Palmerston North City Council and Palmerston North Public Sculpture Trust' as attached to the memorandum titled 'Funding – Palmerston North Public Sculpture Trust' dated 29 April 2019 be received, noting that the Funding Agreement has been withdrawn.*
- 3. That the Council approves an increase in operating budget in 2018/19 of \$50,000. This will be offset by removing the capital new budget in programme 367 (Public Sculptures/Arts Funding) of \$50,000 in 2018/19.*
- 4. That payment of the grant be subject to the Palmerston North Public Sculpture Trust presenting an annual report back to Council."*

1.2 The presentation of the Palmerston North Public Sculpture Trust annual report, as outlined in the above resolution, is scheduled for this Arts, Culture & Heritage Committee meeting on 12 August 2020.

1.3 This memorandum covers a report from the Palmerston North Public Sculpture Trust for both the 2018/19 and 2019/20 financial years.

## 2. PALMERSTON NORTH PUBLIC SCULPTURE TRUST REPORT

2.1 The Palmerston North Public Sculpture Trust (PNPST) is deeply appreciative of the partnership and funding that it has received, of \$50,000 per annum, totalling \$100,000, over the past two years from Council.

2.2 PNPST efforts during 2018/19 and 2019/20 have been split between the following five projects:

- *Falling Water* by Fred Graham
- *Te Pūatatangi ki Te Ika a Māui, Dawn Chorus on the Fish of Māui* by Paul Dibble
- *Whaiwhakaaoroaro – Deep Thinker* by Gregor Kregar
- *The Head of John Doe* by Sean Crawford
- Streets for People art commission by Mary-Louise Brown

2.3 *Falling Water*. The restoration and installation of this significant old and loved Palmerston North water sculpture by Fred Graham and associated ground preparation works is nearing completion. This restoration work has been jointly funded by the PNPST, the Council and Te Manawa. Installation of this work is located on the northern side of the Conference and Function Centre. An official unveiling is yet to be finalised.

2.4 *Te Pūatatangi ki Te Ika a Māui, Dawn Chorus on the Fish of Māui*. A very significant piece of work by local sculptor Paul Dibble presented to the people of the city on 25 August 2019. Located in the pond in front of Wildbase, the work was jointly funded and installed by PNPST and a number of private contributors. It was a real partnership with members of the community, PNPST, Wildbase and the Council, and is an inspired piece of work that the city will gain pride and pleasure from for generations to come.

2.5 *Whaiwhakaaoroaro – Deep Thinker*. The installation of this playful work by Gregor Kregar on the corner of The Square and Broadway was delayed by site holdups caused by officers of Council changing their minds on availability of the pre-approved site and subsequently the COVID lockdown. This work is planned for installation and an official unveiling on 2 August 2020.

2.6 *The Head of John Doe*. This provocative piece of work by Sean Crawford has been jointly funded between Te Manawa and PNPST. It is expected that this will be installed on the grass mound in front of Te Manawa in October 2020.

- 2.7 Streets for People art commission by Mary-Louise Brown. The PNPST have made considerable efforts to bring the artist, Council officers, and project manager for Streets for People, Warren Wilks, together so that some of Mary-Louise’s works can be facilitated in the paving/street development currently underway. Funds are committed to this project, but we are awaiting progress between the artist and council to commence this work.
- 2.8 The PNPST continues to passionately believe in the power of public sculpture to add vibrancy, colour and character to our city, however, at times the path to achieving this proved slower and harder than the PNPST preferred.
- 2.9 The provision of one point of contact with Council (Sandra King) over the past six months has made progress of PNPST work easier to navigate with Council.

**3. PALMERSTON NORTH PUBLIC SCULPTURE TRUST FINANCIALS**

- 3.1 A copy of the PNPST Trading Account is presented in the attachments.

**4. COMPLIANCE AND ADMINISTRATION**

Does the Committee have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual – 167.2	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>No</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to Goal 2: A Creative and Exciting City	
The recommendations contribute to the outcomes of the Creative and Liveable Strategy	
The recommendations contribute to the achievement of action/actions in the Arts Plan The action is: Administer arts funding for the sector - Public Sculpture Trust	
Contribution to strategic direction and to social, economic, environmental and cultural well-	The independent public sculpture commissioning and installation by the Palmerston North Public Sculpture Trust in a strategic partnership provides visible arts that contribute to the Council’s aspirations to create an exciting and liveable city.

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**ATTACHMENTS**

1. Palmerston North Public Sculpture Trust Trading Account [↓](#) 

**PALMERSTON NORTH PUBLIC SCULPTURE TRUST**  
**TRADING ACCOUNT**  
**YEAR ENDED 31 DECEMBER 2019**

<b>2018 LAST YEAR</b>		<b>2019 THIS YEAR</b>
	<b>INCOME</b>	
\$62,817	DONATIONS	\$44,461
\$371	INTEREST	\$508
\$50,000	GRANTS	\$100,000
<u>\$113,188</u>	TOTAL INCOME	<u>\$144,969</u>
<u><b>\$113,188</b></u>	<b>TOTAL INCOME</b>	<u><b>\$144,969</b></u>

**PALMERSTON NORTH PUBLIC SCULPTURE TRUST**  
**PROFIT & LOSS ACCOUNT**  
**YEAR ENDED 31 DECEMBER 2019**

<b>COST OF OPERATION</b>		
\$0	BANK FEES	\$34
\$0	BROCHURES	\$0
\$0	ENTERTAINMENT	\$0
\$0	SUNDRY	\$0
\$95,652	PAYMENTS to ARTISTS	\$113,217
<u>\$95,652</u>	<b>TOTAL COST OF OPERATION</b>	<u>\$113,251</u>
<u><b>\$17,536</b></u>	<b>NET Surplus Income/Cost of Operation</b>	<u><b>\$31,718</b></u>

**PALMERSTON NORTH PUBLIC SCULPTURE TRUST**  
**BALANCE SHEET**  
**YEAR ENDED 31 DECEMBER 2019**

<b>CURRENT ASSETS</b>		
\$38,360	TSB CHEQUE ACCOUNT	\$77,039
\$0	less Cheques to be cashed	\$0
\$19,740	less Funds in Trust for Artist	\$0
\$6,848	GST	-\$91
<u>\$25,468</u>	<b>TOTAL CURRENT ASSETS</b>	<u>\$76,948</u>

**PALMERSTON NORTH PUBLIC SCULPTURE TRUST**  
**APPROPRIATION ACCOUNT**  
**YEAR ENDED 31 DECEMBER 2019**

\$0	BALANCE AT BEGINNING OF YEAR	\$0
\$17,536	SURPLUS FOR THE YEAR	\$31,718
<u><b>\$17,536</b></u>	<b>BALANCE AT YEAR END</b>	<u><b>\$31,718</b></u>



## MEMORANDUM

**TO:** Arts, Culture & Heritage Committee

**MEETING DATE:** 12 August 2020

**TITLE:** 2019/2020 Funding Summary for the Arts Event Fund and Creative Communities Scheme

**PRESENTED BY:** Joann Ransom, Community Development Manager

**APPROVED BY:** Chris Dyhrberg, Chief Customer Officer

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### RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the memorandum entitled '2019/2020 Funding Summary for the Arts Event Fund and Creative Communities Scheme' presented to the Arts, Culture & Heritage Committee on 12 August 2020, be received.
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#### 1. PURPOSE

The purpose of this memorandum is to provide an update on how the Arts Event Fund and Creative Communities fund were allocated during the 2019/2020 financial year.

#### 2. ARTS EVENT FUND

The Arts Event Fund was established to provide support for larger arts events happening within the Palmerston North City Council Boundaries. In 2019/2020 the fund was \$50,000. The fund is not available in 2020/2021. The criteria of the fund are:

- Have the arts as a central focus.
- Be of significant regional, national or international importance.
- Be accessible to the community.
- Positively profile the city of Palmerston North; and
- Provide an economic benefit for Palmerston North.

The funds were allocated as follows:

Successful Applicant	Event	Amount
Rangitāne Maori Cultural Arts Society	Tangata Rau Festival 2020	\$10,000
Piping & Dancing Association of New Zealand - Wellington Centre *	2020 NZ Highland & National dancing Championships	\$10,000 -\$10,000
Palmerston North Dance Association Incorporated	PNDA 21st Annual Competition Festival	\$10,000
Square Edge Community Arts	Arts Trail Manawatu   November 14 & 15 2020	\$10,582
Untitled Creative Futures Conference (MATA)	Untitled Creative Futures Conference	\$10,000
Palmerston North Theatre Trust	Complete History of Palmerston North	\$8,000
<b>Total</b>		<b>\$48,582</b>

\* The Piping and Dancing Association event has been shifted to 2022 due to COVID-19 and they decided to return the funds and reapply in 2021/2022.

### 3. CREATIVE COMMUNITIES SCHEME

#### 3.1 Background

The Creative Communities Scheme (CCS) is a partnership between PNCC and Creative New Zealand (CNZ) to fund local arts projects within the PNCC boundaries.

The fund enables people to be engaged in the arts in a variety of forms. It also supports applicants to establish a history of successful art projects to qualify them to apply for national arts funding from CNZ.

The funding allocation is decided by a committee with representatives from the community. It includes representatives from Council, Tangata Whenua, Asian and Pacifica communities, youth and general community members with an interest in the arts.

There are two funding rounds per annum and the process usually includes an opportunity for applicants to talk to the committee in support of their applications. COVID-19 had an impact on the March 2020 funding round as applications closed and decisions were made during lockdown. Previous funding rounds have had 30 or more applications while this round only had 11 applications. The committee successfully held its first online decision meeting but did not provide the opportunity for applicants to speak directly to the funding committee.

Going forward, it is planned that hybrid meetings can be managed with the option provided for applicants to talk to the committee in an online forum or in person if they wish, and for committee members to attend virtually if they are unable to attend in person.

### 3.2 Financial Breakdown

In 2019/2020 there was a total fund of \$101,160 available for allocation. Council provided \$32,940 to supplement CNZ’s contribution of \$68,220.

The CCS is always over-subscribed. 39 applications were received seeking \$237,144. 24 of the 39 applications were successful and received \$84,487 in total. The contract with CNZ allows for the unallocated funds of \$16,673 to be carried forward to 2020/2021.

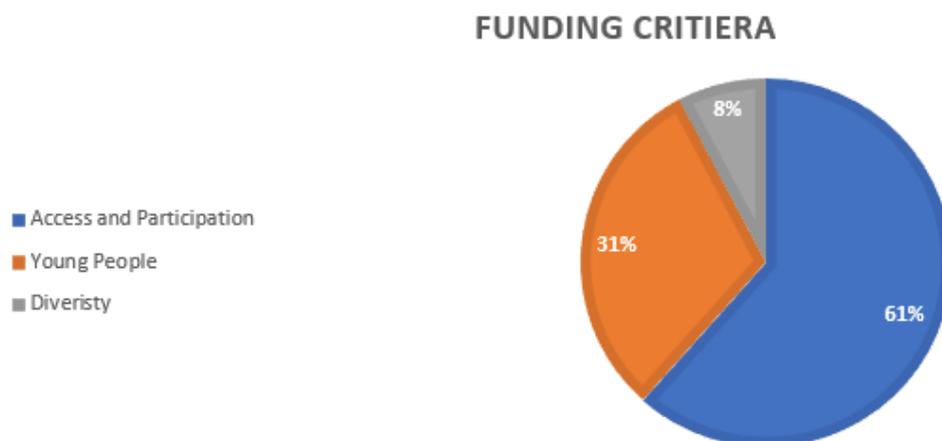
### 3.3 Overview of Applications

The purpose of this grant is to support people wanting to deliver an art programme in Palmerston North. There are three criteria set by CNZ that the project must align with. These are:

1. Access and participation: create opportunities for local communities to engage with and participate in local arts activities;
2. Young people: enable youth people (under 18) to engage with, and participate in the arts; and
3. Diversity: support the diverse artistic traditions of local communities.

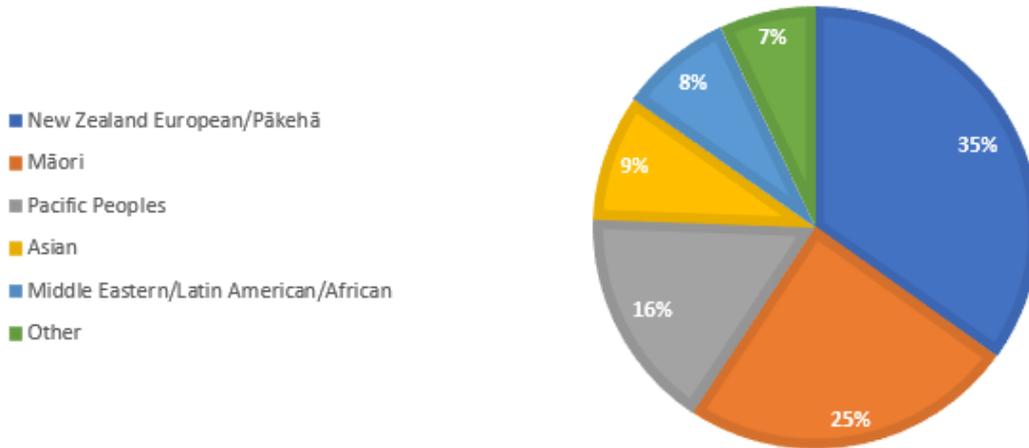
The CCS Committee supports grassroots projects as well as ensuring established artists can take risks and try new projects and concepts.

The graph below demonstrates how the 39 applications fell over the three CCS criteria.



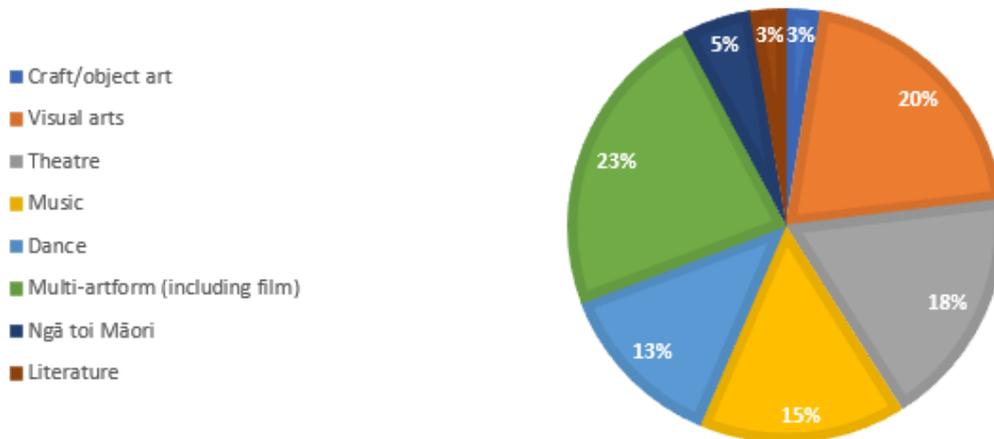
The graph below demonstrates the ethnic diversity of the applications submitted.

**ETHNICITY OF APPLICANT/GROUP**



The graph below shows the variety of art forms that the applications related to.

**ART FORM**



**3.4 Highlights of Funded Applications**

While many high-quality arts projects were funded over 2019/2020, the following two were highlights from Round 1:

- **Woolly Riot**

A craft project that engaged the community to help create a hand knitted and crocheted play tent. This project was awarded \$1,291 and enabled 526 to participate and see the play tent.

- Taipari Waaka – Nga Kete Aronui – Maui Ararau**  
 Workshops for film, performance, social media and Te Reo Māori to encourage students to learn skills. This project was awarded \$4,000 and reached 120 participants and audience members. The student’s work was shared on multiple digital outlets in 19 different countries.

Future events from Round 2 include:

- Aotearoa Waitangi Awards Charitable Trust – Aotearoa Country Music Awards**  
 A national singing competition held annually in Palmerston North. This competition feeds into a larger supreme competition called Entertainer of the Year run by the New Zealand Country Music Association in October. This event was awarded \$5,620.
- Te Aroha Noa Community Services – KidzLIFE Arts Academy Week**  
 This holiday programme enables children the opportunity to participate in a wide range of creative arts activities including dance, visual art, music, drama and writing. This programme was awarded \$6,020

This is the list of all successful applicants for CCS funding in 2019/2020:

Successful Applicant	Project Name	Amount
Woolly Riot c/o Gunhild Litwin	Community Play Tent	\$1,290
Park Road Playcentre	Park Road Playcentre Mural	\$1,000
Creative Sounds Society Inc. (The Stomach)	Required The Stomach - Local Compilation Vinyl Record	\$1,000
Manawatu Performing Arts Competition Society Inc.	Manawatu Performing Arts Competition Society Inc. 97th Dance Festival	\$2,500
Anomaly Dance Group	Collab Summer Dance Camp 2020	\$8,000
Catherine Russ	Pork Chop 2	\$1,500
Legacy Centre	Community Dance Academy	\$4,000
New Zealand Choral Federation - Manawatu-Whanganui Region	SingFest 2020	\$500
Taipari Waaka	Nga Kete Aronui - Maui Ararau	\$4,000

## PALMERSTON NORTH CITY COUNCIL

Manawatu Country Music Club Incorporated	Manawatu Country Music Club 50th Birthday Celebrations	\$1,800
Chelsea Sheehan-Gaiger	The Last Five Years - at The Dark Room	\$5,000
Tanenuiarangi Manawatu Incorporated, Paul Horton	Urban Eels: Our Sustainable City - Sculpture	\$11,000
Manawatu Writers' Hub	Manawatu Writers' Hub 2019-20	\$468
Christopher Vanderlee	Lockdown 06- 2019	\$1,000
Little Green Man Productions	Matariki Glow Show	\$2,500
Rockquest Promotions Ltd	Showquest	\$3,400
Taipari Waaka	Nga Kete Aronui 2020	\$4,160
Studio on the Square	2020/2021 Art Programmes	\$3,000
Te Aroha Noa Community Services	KidzLife Arts Academy Week	\$6,020
Aotearoa Waitangi Awards Charitable Trust	Aotearoa Country Music Awards	\$5,620
Little Dog Barking Theatre	Performances by Little Dog Barking Theatre in Palmerston North	\$2,820
Amy Atkins	'Period.' Re-devising & school performance	\$4,708
Angie Farrow	Angie Farrow	\$4,200
Karen Seccombe	The Isolation Project	\$5,000
<b>Total</b>		<b>\$84,487</b>

#### 4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>

Is there funding in the current Annual Plan for these actions?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to Goal 2: A Creative and Exciting City	
The recommendations contribute to the outcomes of the Creative and Liveable Strategy	
The recommendations contribute to the achievement of action/actions in the Arts Plan	
The action is: Administer arts funding for the sector.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Arts funding contributes to creating a vibrant and healthy arts sector which is a core component in any creative and exciting city.

**ATTACHMENTS**

Nil



## MEMORANDUM

**TO:** Arts, Culture & Heritage Committee

**MEETING DATE:** 12 August 2020

**TITLE:** Military Heritage Update 2019/20

**PRESENTED BY:** David Murphy, City Planning Manager

**APPROVED BY:** Sheryl Bryant, General Manager - Strategy & Planning

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### RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the memorandum entitled 'Military Heritage Update 2019/20' reported to the Arts, Culture & Heritage Committee on 12 August 2020, be received.

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#### 1. ISSUE

In June 2018 the Arts, Culture & Heritage Committee passed the following resolution:

*'That the Chief Executive provide an annual progress report on the development of a Military Heritage Theme across Council Programmes to Arts, Culture & Heritage from June 2019.'*

The Arts, Culture & Heritage Committee also recommended next steps for work that needs to be advanced, including:

- Commence working with the Palmerston North Defence Heritage Advisory group (PNDHAG) on a military heritage trial.
- Alert Council staff on the availability of the Geographic Information System (GIS) as an input into the programme planning.

The purpose of this memorandum is to update the Committee on the work that has been completed in the 2019/20 period. This includes the following significant projects:

- Final places for Poppy Places researched and signposted.
- Events with a Military History theme, eg. commemoration lecture for 75-year anniversary of VE Day: Glyn Harper, "New Zealand and the Second World War in Photographs".

## 2. BACKGROUND

The Culture and Heritage Plan is one of the nine plans established under the Creative and Liveable Strategy to deliver on Goal 2: A creative and exciting city. The Plan includes the following relevant actions:

*Adopt the value of cultural heritage awareness in the delivery of Council activities, whether placemaking, plan making or asset management.*

- *Research and identify key local themes to inform Council projects;*
- *Investigate and develop a common register of local history and heritage;*
- *Include heritage conservation principles in Council Asset Management decisions;*
- *Include heritage storytelling in the delivery of major Council projects.*

Table 1 below provides a summary of military heritage activities during 2019/20.

<b>Table 1: Military Heritage Update 2019/20</b>
<b>Meetings:</b>
<ul style="list-style-type: none"> <li>• Representation on PNDHAG meetings and preparatory meetings with PNDHAG Chair (monthly)</li> <li>• Ongoing liaison with PNDHAG</li> <li>• Support for Engineering Corps Memorial Centre (ECMC) military history monthly presentations – provision of venue, setting up, promotion</li> </ul>
<b>Research &amp; Design:</b>
<ul style="list-style-type: none"> <li>• Support for Arena Redevelopment culture and heritage elements. Final design elements that incorporate military heritage themes include:               <ul style="list-style-type: none"> <li>○ Chevron design which features ‘stripes’ of rank within the defence force</li> <li>○ Wayfinding signage</li> <li>○ Storytelling boards</li> <li>○ Quotes from well-known defence personnel connected to the site and region</li> </ul> </li> </ul>
<b>Local History Week – 3-10 November 2019:</b>
<ul style="list-style-type: none"> <li>• Walk: “Our Military Heritage”</li> </ul>

<ul style="list-style-type: none"> <li>• Presentation: Glyn Harper “Writing War History for Children”</li> <li>• Presentation: Leanne Hickman “Awapuni Medical Corps and the Scourge of 1918 in Palmerston North”</li> <li>• Tour: Anne Frank exhibition at Te Awahou Nieuwe Stroom, Foxton</li> </ul>
<p><b>Displays:</b></p>
<ul style="list-style-type: none"> <li>• Awapuni Military Camp WWI (delayed display due to COVID-19)</li> <li>• Unpublished photographs from WWII (June)</li> </ul>
<p><b>App Tours:</b></p>
<ul style="list-style-type: none"> <li>• Two military tours (out of a total of three available tours). Total tours accessed = 273 users/445 sessions (individual tour access is unavailable)</li> </ul>
<p><b>Poppy Places:</b></p>
<ul style="list-style-type: none"> <li>• Final places researched and signposted. City signage is completed.</li> </ul>
<p><b>Content Creation – Acquisition of Military Archives:</b></p>
<ul style="list-style-type: none"> <li>• Archive collections with military themes, especially WWI and WWII, prioritised for processing and digitisation for Manawatū Heritage</li> </ul>
<p><b>Presentations and Lectures:</b></p>
<ul style="list-style-type: none"> <li>• Aaron Fox: “A Plain Infantry Man - Brigadier James Hargest” (27 August)</li> <li>• Monty Soutar “Te Whitiki – Maori in the First World War” (22 October)</li> <li>• Commemoration lecture for Armistice Day: John Crawford, “New Zealand’s War Against the Otterman Empire” (11 November)</li> <li>• Book Launch for Centenary Book Programme (in association with Massey University): James Watson and Stephen Loveridge “The Home Front” (20 November)</li> <li>• Commemoration lecture for 75-year anniversary of VE Day: Glyn Harper, “New Zealand and the Second World War in Photographs” (23 June)</li> </ul>

See Attachment 1: Military Heritage Themed Activities Palmerston North City Library 2019-2020 for more information.

### 3. NEXT STEPS

Explore further opportunities to incorporate the military heritage theme across Council projects and activities, including:

- Toa O Manawatū – Bronze Soldier Sculpture along the Manawatū River Pathway near Linton Military Camp.
- Research into the long-term care and maintenance of military heritage related memorials.
- Installation of restored original WW2 flagpole at Memorial Park.
- Development and research of a ‘Heroes Walk’ that will celebrate WW2 volunteers and servicemen and women.

### 4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>No</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to Goal 2: A Creative and Exciting City	
The recommendations contribute to the outcomes of the Creative and Liveable Strategy	
The recommendations contribute to the achievement of action/actions in the Culture and Heritage Plan	
The action is: Adopt the value of cultural heritage awareness in the delivery of Council activities, whether placemaking, plan making or asset management.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	The recommendation contributes to fulfilling the action of raising awareness of cultural heritage through the delivery of Council activities, because it demonstrates the projects that have been undertaken in relation to the military heritage of the city.

**ATTACHMENTS**

1. Military Heritage Themed Activities Palmerston North City Library 2019-2020 [↓](#) 

## Military themed activities from the Heritage Team, Palmerston North City Library

July 2019 – June 2020

1. Military Lectures
  - Aaron Fox: "A Plain Infantry Man - Brigadier James Hargest" (27 August)
  - Monty Soutar "Te Whitiki – Maori in the First World War" (22 October)
  - Commemoration lecture for Armistice Day: John Crawford, "New Zealand's War Against the Otterman Empire" (11 Nov.)
  - Book Launch for Centenary Book programme (in association with Massey University): James Watson and Stephen Loveridge "The Home Front" (20 November)
  - Commemoration lecture for 75-year anniversary of VE Day: Glyn Harper, "New Zealand and the Second World War in Photographs" (23 June)
2. Local History Week (3 – 10 November): 5 military themed events in the programme
  - Walk: "Our Military Heritage"
  - Presentation: Glyn Harper "Writing War History for Children"
  - Presentation: Leanne Hickman "Awapuni Medical Corps and the Scourge of 1918 in Palmerston North"
  - Tour: Anne Frank exhibition at Te Awahou Nieuwe Stroom, Foxton
3. Displays created
  - Awapuni Military Camp WWI (delayed display due to COVID 19)
  - Unpublished photographs from WWII (June)
4. Representation on PNDHAG monthly meetings
5. Support for Arena culture and heritage elements
6. Archive collections with military themes, especially WWI and WWII, prioritised for processing and digitisation for Manawatū Heritage.
7. Poppy Places – final places researched and signposted. City signage is completed.
8. App Tours: Two military tours held (out of 3). Total tours accessed = 273 users/445 sessions. (individual tour access is unavailable)
9. Support for ECMC military history monthly presentations – provision of venue, setting up, promotion

Lesley Courtney  
Heritage Team Leader

\*The Heritage Team administers the Military Commemorations budget for PNCC. This is for small scale events, often developed in collaboration with the Palmerston North Defence History Advisory Group (PNDHAG)

\*COVID 19 caused the cancellation of lecture and display, planned to support the Tattoo.

## COMMITTEE WORK SCHEDULE

**TO:** Arts, Culture & Heritage Committee

**MEETING DATE:** 12 August 2020

**TITLE:** Committee Work Schedule

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### RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the Arts, Culture & Heritage Committee receive its Work Schedule dated August 2020.

### ATTACHMENTS

1. Work Schedule [↓](#) 

**ARTS, CULTURE & HERITAGE COMMITTEE**

**COMMITTEE WORK SCHEDULE – AUGUST 2020**

Item No.	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction/ Point of Origin
1.	August 2020	Annual report from Palmerston North Public Sculpture Trust	Chief Customer Officer		Council 29-April 2019 clause 36.4
2.	August 2020	Status and activities of the Arts Powerhouse Group	Chief Customer Officer	Covered during Long Term Plan discussions	11 December 2019 clause 38.2
3.	August 2020	Annual progress report on the development of a Military Heritage Theme across Council programmes	General Manager – Strategy & Planning		25 June 2018-clause 20.2
4.	August 2020	Cultural CCOs Final Statements of Intent 2020 – 2023	General Manager – Strategy & Planning		
5.	November 2020	Cultural CCOs Annual Reports to 30 June 2020	General Manager – Strategy & Planning		