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# **PALMERSTON NORTH CITY COUNCIL**

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## **AGENDA**

# **CULTURE & SPORT COMMITTEE**

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**1:00 PM, WEDNESDAY 26 JUNE 2024**

COUNCIL CHAMBER, FIRST FLOOR  
CIVIC ADMINISTRATION BUILDING  
32 THE SQUARE, PALMERSTON NORTH

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# MEMBERS

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**Rachel Bowen (Chair)**  
**Billy Meehan (Deputy Chair)**  
**Grant Smith (The Mayor)**

**Mark Arnott**  
**Vaughan Dennison**  
**Lew Findlay (QSM)**  
**Roly Fitzgerald**  
**Patrick Handcock**  
**(ONZM)**

**Leonie Hapeta**  
**Debi Marshall-Lobb**  
**William Wood**  
**Kaydee Zabelin**

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

[pncc.govt.nz](http://pncc.govt.nz) | Civic Administration Building, 32 The Square  
City Library | Ashhurst Community Library | Linton Library

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**Waid Crockett**

**Chief Executive | PALMERSTON NORTH CITY COUNCIL**

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Te Marae o Hine | 32 The Square  
Private Bag 11034 | Palmerston North 4442 | New Zealand  
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# **CULTURE & SPORT COMMITTEE MEETING**

26 June 2024

## **ORDER OF BUSINESS**

**1. Karakia Timatanga**

**2. Apologies**

**3. 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.

**4. 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.

**5. 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.)

**6. Presentation - Gravel & Tar** Page 7

**7. Presentation - New Zealand Rural Games** Page 9

**8. Confirmation of Minutes** Page 11

That the minutes of the Culture & Sport Committee meeting of 27 March 2024 Part I Public be confirmed as a true and correct record.

**9. Council endorsement of He rā ki tua - Horizons Region Spaces and Places Plan for Sport and Recreation 2023-2043** Page 21

Memorandum, presented by Ann-Marie Mori, Policy Analyst and Kelly Shanks, Chief Executive - Sport Manawatū.

**10. Annual Progress Report on Heritage Themes in Council Programmes 2023/24** Page 55

Memorandum, presented by Keegan Aplin-Thane, Senior Planner and Linda Moore, Manager City Library.

**11. Remuneration for Council Controlled Organisation Board Members** Page 63

Memorandum, presented by Sarah Claridge, Democracy & Governance Advisor.

**12. The Globe Theatre Trust - Final Statement of Intent 2024-2027** Page 79

Memorandum, presented by Sarah Claridge, Democracy & Governance Advisor.

- 13. Te Manawa Museums Trust - Final Statement of Intent 2024-2027** Page 101  
Memorandum, presented by Sarah Claridge, Democracy & Governance Advisor.

- 14. The Regent Theatre Trust - Final Statement of Intent 2024-2027** Page 143  
Memorandum, presented by Sarah Claridge, Democracy & Governance Advisor.

- 15. Committee Work Schedule** Page 167

- 16. Karakia Whakamutunga**

- 17. 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:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** Presentation - Gravel & Tar

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### **RECOMMENDATION TO CULTURE & SPORT COMMITTEE**

1. That the Culture & Sport Committee receive the presentation for information.

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### **SUMMARY**

Steve Stannard, Race Director, will update the Committee regarding National Criterium Championships held in January 2024.

### **ATTACHMENTS**

Nil



## **PRESENTATION**

**TO:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** Presentation - New Zealand Rural Games

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### **RECOMMENDATION TO CULTURE & SPORT COMMITTEE**

1. That the Culture & Sport Committee receive the presentation for information.
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### **SUMMARY**

Daniel O'Regan, Margaret Kouvelis and James Stewart will update the Committee regarding the Rural Games 2024.

### **ATTACHMENTS**

Nil



## PALMERSTON NORTH CITY COUNCIL

### **Minutes of the Culture & Sport Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 27 March 2024, commencing at 9.00am**

**Members Present:** Councillor Rachel Bowen (in the Chair), The Mayor (Grant Smith) and Councillors Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood and Kaydee Zabelin.

**Non Members:** Councillors Brent Barrett, Orphée Mickalad and Karen Naylor.

**Apologies:** Councillors Vaughan Dennison and Leonie Hapeta (late arrival); Councillors Lew Findlay, Roly Fitzgerald and Debi Marshall-Lobb (early departure).

Councillor Brent Barrett left the meeting at 9.49am during consideration of clause 9. He entered the meeting again at 10.22am during consideration of clause 10. He was not present for clause 9.

Councillor Debi Marshall-Lobb left the meeting at 10.01am during consideration of clause 9. She entered the meeting again at 11.25am during consideration of clause 13. She was not present for clauses 9 to 12 inclusive.

Councillor Vaughan Dennison entered the meeting at 10.16am during consideration of clause 10. He was not present for clauses 6 to 9 inclusive.

Councillor Leonie Hapeta entered the meeting at 11.18am during consideration of clause 12. She was not present for clauses 6 to 11 inclusive.

Councillor Roly Fitzgerald left the meeting at 11.39am during consideration of clause 13. He was not present for clauses 13 to 18 inclusive.

Councillor Lew Findlay left the meeting at 11.57am during consideration of clause 14. He was not present for clauses 14 to 18 inclusive.

#### **Karakia Timatanga**

Councillor Rachel Bowen opened the meeting with karakia.

#### **6-24 Apologies**

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

Clause 6-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**Declarations of Interest**

Councillor Debi Marshall-Lobb declared an interest in item 11 (clause 12): The Globe Theatre Trust: Six-Month Report 1 July – 31 December 2023 and Draft Statement of Intent 2024-27.

Councillor Kaydee Zabelin declared a conflict of interest in item 9 (clause 10): Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts), and an interest in item 10 (clause 11): The Regent Theatre Trust: Six-Month Report 1 July – 31 December 2023 and Draft Statement of Intent 2024-27.

**7-24**

**Confirmation of Minutes**

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the minutes of the Culture & Sport Committee meeting of 7 February 2024 Part I Public be confirmed as a true and correct record.

Clause 7-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**8-24**

**Presentation - Manawatū Summer Shakespeare**

Presentation by Rachel Lenart, Creative Producer and Rhian Firmin, Director.

Rachel and Rhian presented a summation of the Council supported 2024 production of Much Ado About Nothing, including comments on audience and participant feedback, successes and challenges of the season and considerations of the future of the initiative, including funding, as appended to these Minutes.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Culture & Sport Committee receive the presentation for information.

Clause 8-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**9-24**

**Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)**

Memorandum, presented by Abi Symes, Manager and Harry Fraser, Convenor, Creative Sounds Society Incorporated (The Stomach).

Abi and Harry presented Creative Sounds Society Incorporated's annual report, together with a PowerPoint presentation which is appended to these Minutes.

2023 was a period of growth and celebration for The Stomach. Notable achievements included:

- 36% growth in attendance
- Rehearsal room usage increased
- Studio is always booked at least 4-6 weeks in advance
- Taken portable recording setup into schools to ensure their projects are completed in a timely manner
- Annual all local music festival 'SwampFest' a huge success, celebrating 35 years of The Stomach
- Increased social media presence
- Support of a young person in Oranga Tamariki care
- Working with NZ Department of Corrections

These outcomes were assisted by having a full time Community Outreach Coordinator, made possible by a three year funding agreement with the Ministry of Culture & Heritage. The challenge will be to secure ongoing funding to maintain this position and the projects that have come with it, in a highly competitive funding environment. The Stomach will not have the capacity to continue the work done in the past two and a half years without this position continued, so hope that Council will consider supporting their funding increase request.

Councillor Brent Barrett left the meeting at 9.49am.

Councillor Debi Marshall-Lobb left the meeting at 10.01am.

Moved Rachel Bowen, seconded Billy Meehan.

#### The **COMMITTEE RECOMMENDS**

1. That Council refer the increase to Creative Sounds Sector Lead Grant (of an additional \$68,000 for 2024/5, and inflation adjusted for future years) to the Long-Term Plan 2024-34 deliberations.

#### The **COMMITTEE RESOLVED**

2. That the Committee receive the Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach) (January-December 2023) (Attachments 1, 2 and 5).

Clause 9-24 above was carried 11 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Lew Findlay, Roly Fitzgerald, Patrick Handcock, William Wood, Kaydee Zabelin, Orphée Mickalad and Karen Naylor.

### **10-24      Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts)**

Memorandum, presented by Erana Kaa, Artistic Director, Community Arts Palmerston North Incorporated.

Erana presented Community Arts Palmerston North Incorporated's annual report, together with a PowerPoint presentation which is appended to these Minutes.

Square Edge Community Arts is an inclusive, complex community, continually seeking to broaden its range and improve its services. It serves the community by offering gallery spaces, venue hire and tenancies, all of which are available below market rate in the city centre, catering to an enormous range of different individuals and groups in the community. Square Edge provides support for all users, encouraging prosperity in the creative community.

Examples of current focus include:

- Building relationships with young creatives and their whanau by offering subsidised exhibition space to primary and secondary school students, subsidised school workshops and space for different youth group services and classes
- Catering to older groups who use Square Edge to connect spiritually, socially, for exercise, for creativity which adds to their health and wellbeing
- Supporting regional community art groups through Art Trail

Manawatū

- Developing online learning platform
- Organising, attending and supporting bimonthly regional community art group meetings
- Increasing visibility of indigenous art with a long term goal of having more toi Māori, toi Rangitāne in all initiatives and spaces

Their biggest challenge is sourcing additional funding, in addition to current workload, which at times makes it difficult to maintain a high standard of service.

Councillor Vaughan Dennison entered the meeting at 10.16am.

Councillor Brent Barrett entered the meeting again at 10.22am.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts) (January-December 2023) (Attachments 1-5).

Clause 10-24 above was carried 12 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, William Wood, Brent Barrett, Orphée Mickalad and Karen Naylor.

**Note:**

Councillor Kaydee Zabelin declared a conflict of interest, withdrew from the discussion and sat in the gallery.

11-24

**The Regent Theatre Trust: Six-Month Report 1 July - 31 December 2023 and Draft Statement of Intent 2024-27**

Memorandum, presented by David Walsh, General Manager, Regent on Broadway and David Lea, Chair, Regent Theatre Trust Board.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Six-Month Performance Report 1 July - 31 December 2023 (Attachment 1) submitted by the Regent Theatre Trust.
2. That the Committee receive the draft Statement of Intent 2024-27 (Attachment 3) submitted by the Regent Theatre Trust.
3. That the Committee agree that the recommended comments on the draft Statement of Intent 2024-27 outlined in Table 3 be advised to the Regent Theatre Trust Board.

Clause 11-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**Note:**

Councillor Kaydee Zabelin declared an interest but stated she would consider the matter with an open mind, and participated in the vote.

The meeting adjourned at 10.43am.

The meeting resumed at 11.02am.

**12-24      The Globe Theatre Trust: Six-Month Report 1 July - 31 December 2023 and Draft Statement of Intent 2024-27**

Memorandum, presented by Gerry Keating, Manager, Globe Theatre and John Adams, Chair, Globe Theatre Trust Board.

Councillor Leonie Hapeta entered the meeting at 11.18am.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Six-Month Performance Report 1 July - 31 December 2023 (Attachment 1) submitted by the Globe Theatre Trust.
2. That the Committee receive the draft Statement of Intent 2024-27 (Attachment 3) submitted by the Globe Theatre Trust.
3. That the Committee agree that the recommended comments on the draft Statement of Intent 2024-27 outlined in Table 3 be advised to the Globe Theatre Trust Board.

Clause 12-24 above was carried 13 votes to 0, with 1 abstention, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**Abstained:**

Councillor Leonie Hapeta.

**13-24      Te Manawa Museums Trust: Six-Month Report 1 July - 31 December 2023**

Memorandum, presented by Susana Shadbolt, Chief Executive, Te Manawa and Adrian van Dyk, Chair, Te Manawa Museums Trust Board.

Susana and Adrian presented Te Manawa's six-month report, together with a PowerPoint presentation which is appended to these Minutes.

Councillor Debi Marshall-Lobb entered the meeting again at 11.25am.

Councillor Roly Fitzgerald left the meeting at 11.39am.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Six-Month Performance Report 1 July - 31 December 2023 (Attachment 1) submitted by Te Manawa Museums Trust.

Clause 13-24 above was carried 14 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Lew Findlay, Patrick Handcock, Leonie Hapeta, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**14-24**

**Sport Manawatū Charitable Trust - Six-Month Progress Report to Palmerston North City Council for July to December 2023**

Memorandum, presented by Ann-Marie Mori, Policy Analyst, Kylie Turuwhenua-Tapsell, General Manager Partnerships – Active Communities, Sport Manawatū and Rachel O'Connor, Head of Communications & Impact, Sport Manawatū.

Kylie and Rachel presented Sport Manawatū's highlights from the last six month period, together with a PowerPoint presentation which is appended to these Minutes.

Councillor Lew Findlay left the meeting at 11.57am.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Sport Manawatū Charitable Trust - Six-Month Progress Report to Palmerston North City Council for July to December 2023 (Attachment 1), presented to the Culture & Sport Committee on 27 March 2024.

Clause 14-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Patrick Handcock, Leonie Hapeta, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**15-24**

**Covered Bowling Green Progress**

Memorandum, presented by Aaron Phillips, Activities Manager - Parks.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Covered Bowling Green Progress' and the Palmerston North Indoor Bowling Arena Business Case (Attachment 1), presented to the Culture & Sport Committee on 27 March 2024.

Clause 15-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Patrick Handcock, Leonie Hapeta, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**16-24**

**Manawatū Community Athletics Track 2023 Annual Report**

Memorandum, presented by Aaron Phillips, Activities Manager - Parks.

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Manawatū Community Athletics Track 2023 Annual Report (Attachment 1), presented to the Culture & Sport Committee on 27 March 2024.

Clause 16-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Patrick Handcock, Leonie Hapeta, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

**17-24**

**Manawatū Arts Festival Feasibility Study**

Memorandum, presented by Luke McIndoe, Head of Events.

Moved Rachel Bowen, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee note the findings of the Manawatū Festival - Arts Festival Research and Feasibility Study (Attachment 1), presented to the Culture & Sport Committee on 27 March 2024.

Clause 17-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Patrick Handcock, Leonie Hapeta, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

## **18-24 Committee Work Schedule**

Moved Rachel Bowen, seconded Billy Meehan.

The **COMMITTEE RESOLVED**

1. That the Culture & Sport Committee receive its Work Schedule dated March 2024.

Clause 18-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Billy Meehan, Mark Arnott, Vaughan Dennison, Patrick Handcock, Leonie Hapeta, Debi Marshall-Lobb, William Wood, Kaydee Zabelin, Brent Barrett, Orphée Mickalad and Karen Naylor.

## **Karakia Whakamutunga**

Councillor Rachel Bowen closed the meeting with karakia.

The meeting finished at 12.55pm.

Confirmed 26 June 2024

**Chair**



## MEMORANDUM

**TO:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** Council endorsement of He rā ki tua - Horizons Region Spaces and Places Plan for Sport and Recreation 2023-2043

**PRESENTED BY:** Ann-Marie Mori, Policy Analyst and Kelly Shanks, Chief Executive - Sport Manawatū

**APPROVED BY:** David Murphy, Chief Planning Officer

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### RECOMMENDATIONS TO COUNCIL

1. That Council endorse the 'He rā ki tua - Horizons Region Spaces and Places Plan for Sport and Recreation 2023-2043' (Attachment 1) to inform and guide Council decisions on play, active recreation and sports facilities.
  2. That the Chief Executive is delegated to enter into a Memorandum of Understanding for implementing He rā ki tua - Horizons Region Spaces and Places Plan for Sport and Recreation 2023-2043.
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### 1. ISSUE

- 1.1 He rā ki tua - Horizons Region Spaces and Places Plan for Sport and Recreation 2023-2043 ('He rā ki tua' in Attachment 1) updates the Manawatū-Whanganui Regional Sports Facility Plan 2018 (RSFP).
- 1.2 It has been developed by Sport Manawatū and Sport Whanganui (the two regional sports trusts in the region), supported by Sport New Zealand Ihi Aotearoa and all seven councils in the Horizons/Manawatū-Whanganui region.
- 1.3 The essence of the Plan's name, He rā ki tua, signals better times ahead for stronger regional collaboration for decisions about play, active recreation and sports facilities.
- 1.4 He rā ki tua provides strategic direction for active recreation and sport partners and organisations responsible for providing or facilitating physical activity, in spaces and places. These spaces and places include parks, sportsfields, sport and recreation facilities, and swimming pools.
- 1.5 A key recommendation of He rā ki tua is that relevant organisations, including the councils in the region, endorse the Plan and the facility planning approach to guide decisions on play, active recreation and sports facilities.

- 1.6 He rā ki tua also supports detailed local planning on a project-by-project basis and informs the detailed recreation planning that needs to occur.

## 2. BACKGROUND

- 2.1 He rā ki tua builds on the foundations of the Manawatū-Whanganui Regional Sports Facility Plan (RSFP 2018) endorsed by Council in 2018.
- 2.2 Council contributed \$12,000 to the Plan's development through LTP programme 1913 in 2022/23. In the previous year, Council spent \$50,000 to review the Palmerston North sections of the RSFP 2018.
- 2.3 Council makes a \$20,000 annual contribution to Sport Manawatū, the local Regional Sports Trust (RST), to co-ordinate the implementation of the RSFP 2018 across the region.
- 2.4 Sport New Zealand Ihi Aotearoa has advocated for Spaces and Places/Sports Facility Plans to be developed across the country. Sport NZ invests in regional sports trusts to lead these facility planning processes with 'spaces and places' staff employed to carry out this work.

### Manawatū-Whanganui Regional Sports Facility Plan 2018

- 2.5 The current RSFP was received by Council to guide future planning development, management and operation of sport and recreation facilities. (refer [Agenda of Sport and Recreation Committee - 13 August 2018 \(infocouncil.biz\)](https://infocouncil.biz). Council endorsed the investment decision-making process that has guided facility proposals through various independent assessment steps and decision-making points.
- 2.6 The RSFP has enabled Council to take a consistent approach, alongside Sport Manawatū, towards planning for sports facilities. Council has funded several proponent-led proposals (i.e. ideas for facility developments that come from clubs or sporting organisations) to test concepts' alignment with the RSFP's principles and to demonstrate need and feasibility.
- 2.7 Council has funded two needs assessments in recognition of recent significant community interest represented through LTP submissions from sporting groups/clubs, and the direction in the RSFP 2018 for the development of additional aquatic facilities and indoor sports courts. These are:
  - Programme #1899 – aquatic facilities and water-based recreation needs and feasibility assessments in 2022/23 & 2023/24.
  - Programme #1912 – indoor and outdoor covered courts study in 2023/24.

### Review of the Palmerston North sections of the RSFP

- 2.8 The City sections of the RSFP were updated in 2021/22 (April to October 2022). This update provided an up-to-date and independent basis to inform Council's future decisions about sports facility provision, particularly leading

into the assessments on aquatic facilities and indoor sports courts described above. The update was presented to Council in November 2022 ([Agenda of Council - Wednesday, 30 November 2022 \(infocouncil.biz\)](#)).

- 2.9 The 2022 update also signalled that there was continued benefit in Council using the decision-making process to guide proponent groups to assess the viability of sport and recreation concepts.
- 2.10 Now the RSFP has been fully reviewed, the findings from the update to the Palmerston North sections will sit alongside the planning guidance provided in He rā ki tua.

### **Process to develop He rā ki tua – Horizons Region Spaces and Places Plan for Sport and Recreation 2023-2043**

- 2.11 The review and update of the 2018 RSFP involved several stakeholders and included:
  - Confirming population and participation patterns.
  - Updating the stocktake of spaces and places (facilities and open spaces).
  - A range of engagement opportunities with iwi, play and recreation organisations, secondary school principals and sporting clubs and regional bodies.
  - An identification of the needs with regards to spaces and places for play, active recreation and sport.
  - Developing a decision-making framework with guiding principles and criteria.
  - Confirming specific initiatives for each territorial authority.
- 2.12 Once He rā ki tua was finalised, Sport Manawatū's team socialised the plan with the region's Mayors and Chief Executives to prepare for formal endorsement.
- 2.13 An Elected Member briefing was held on 5 June 2024 to provide an opportunity for clarification of the Plan's features before being reported to the Committee.

## **3. OVERVIEW OF HE RĀ KI TUA - HORIZONS REGION SPACES AND PLACES PLAN FOR SPORT AND RECREATION 2023-2043**

- 3.1 He rā ki tua provides a platform for:
  - Greater inter-Council and partner collaboration across the Manawatū-Whanganui (Horizons) region, particularly between project partners.

- A collaborative view of the planning priorities for play, active recreation and sport spaces and places (facilities) across the Horizons region.
- Informing the planning for future spaces and places, such as providing mechanisms to support greater consistency in planning and decision-making processes used by key organisations.
- Informing Council LTP and other planning processes e.g. identifying projects for future funding consideration and using the findings to inform the merit of proposed facilities.
- Ensuring that investment decisions are independently assessed and evidenced-based.

3.2 He rā ki tua's vision statement is:

*Spaces and places in the Horizons region enable and inspire people to participate in play, active recreation, and sport, their way.*

3.3 Key planning principles to be considered for planned and emerging projects are outlined in the Plan. These principles enable any facility concept to be assessed by RST navigators in terms of how well it aligns to each planning principle assisted by corresponding criteria.

**Proposed facility planning approach**

3.4 He rā ki tua simplifies the process in the 2018 RSFP, however, it is a very similar approach for working out the type of independent planning assessment required (i.e., a needs assessment, feasibility study, and business case). Assessment includes looking at non-facility solutions such as optimising or re-developing existing facilities or forming partnerships with other facility providers.

3.5 At each step there is an opportunity for decision-making parties/stakeholders to move an idea forward, reject it, or re-visit and enhance the original concept.

3.6 For local-level facility concepts, the responsibility for this assessment falls to the local organisation i.e. the Council, with any financial decisions then made through the LTP process.

3.7 For facilities expected to have a sub-regional or above role, there is a more involved process with more resources applied, Steering Group involvement and comprehensive planning assessments being required.

**Regional recommendations**

3.8 The recommendations that apply across the region are separated into 'enabling' and 'process' recommendations.

- 3.9 For our region the Plan recommends an indoor courts network plan. Scoping work to understand the value of this work is currently underway as part of the indoor courts study.

#### 4. IMPLICATIONS FOR COUNCIL OF ENDORSING HE RĀ KI TUA

- 4.1 He rā ki tua will guide decisions on Council's approach to sport and recreation facility planning by:

- Reinforcing Council's strategic direction to support an active community.
- Supporting a collaborative approach across the region and moving towards taking a 'network' approach, i.e. looking beyond the City's needs and recognising the wider role the Council's sports facilities play in meeting regional sporting requirements.
- Responding to the societal issues and challenges for the play, active recreation and sport system in the City and wider region.
- Continuing to support Sport Manawatū to be the lead implementing organisation through its partnership agreement with Council.
- Guiding the planning approach alongside Sport Manawatū to identify the need for further assessments such as needs analyses and feasibility studies for particular sports facilities/assets sought by the sporting sector.
- Focusing on opportunities where there may be an evidenced need or a facility 'gap'.
- Assisting in fund-raising applications where external investment is required for sport and recreation facility development.

#### 5. DISCUSSION

- 5.1 Council's endorsement of He rā ki tua's planning approach to guide decision-making for proposed sport and recreation facilities will support good governance. The process steps provide the evidence that can inform the level of investment, or support, of a proposal by Council. The assessments refine capital and operational costs as well as demonstrate the outcomes being sought through He rā ki tua's vision and principles.
- 5.2 As financial pressures are impacting on Council's priorities, the desire to have some projects part-funded from external sources (e.g. trust funding, central government, and sponsorship) is growing. If planning assessments have not been prepared, this can be detrimental to the success of funding applications.
- 5.3 The demand for new or improved facilities (e.g. covering facilities or specialist playing surfaces) is mainly generated both by proponent groups (sporting organisations or clubs) with Council also identifying projects through planning processes such as the recent review of the CETA Masterplan.

## 6. NEXT STEPS

- 6.1 If He rā ki tua is endorsed by all Councils, Sport Manawatū will propose a Memorandum of Understanding (MOU) to guide the implementation phase including funding and roles/responsibilities.
- 6.2 If adopted across the region, He rā ki tua is scheduled for review in three to four years' time. Annual updates on progress will be provided in Sport Manawatū's reporting to Council.

## 7. 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 achievement of action/actions in Active Communities	
The action is: Review the Manawatū-Whanganui Regional Sports Facility Plan	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	He rā ki tua – Horizons Region Spaces and Places Plan for Sport and Recreation 2023-2043 sets the focus areas for the spaces and places (including facilities) that enable play, active recreation and sport. These spaces and places enable participation in a wide range of play, active recreation and sport activities that contribute to Oranga Papaioea with strong links to all the well-beings.

## ATTACHMENTS

1. He rā ki tua - Horizons Region Spaces and Places Plan for Sport and Recreation - Summary Document (28 March 2024) [↓](#) 



## **He rā ki tua**

Horizons Region Spaces and Places Plan  
for Sport and Recreation

**Summary Document**

# Document Information & Acknowledgements

Document version: Final

Date: 28 March 2024

## Acknowledgements

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## Disclaimer

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. RSL Consultancy has used this information in good faith and makes no warranties or representations, express or implied, concerning the accuracy or completeness of this information. RSL Consultancy is acting as an independent consultant. In doing so, the recommendations provided do not necessarily reflect the intentions of the client. Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way in regard to this project.



## He Rā Ki Tua Horizons Region Spaces & Places Plan for Sport & Recreation – Foreword

He Rā Ki Tua, the refreshed Horizons Region Spaces and Places Plan for Sport and Recreation, represents a significant step forward in how partners lead, collaborate on, and advocate for the quality planning and provision of spaces and places across the Horizons region.

This Plan has been developed with key partners and presents an updated and agreed high-level approach to spaces and places provision for physical activity that is pragmatic, simplified, and based on evidence. The Plan comes at a time when councils, funders, the sport and recreation sector, and ultimately the participant are facing a challenging economic situation. Good fiscal decision-making and collaborative solutions to facility challenges are therefore more important than ever.

This iteration of the Plan considers spaces and places that support active recreation and play alongside a balanced approach to sport. It also seeks to explore mana-enhancing relationships with mana whenua and the environment. The Plan highlights that together, partners can respond to changing participant needs through a network approach to provision. This involves exploring opportunities to improve equity and optimisation through provision that is complimentary, connected, accessible, flexible, multi-use, and plays to regional strengths. It also recognises that quality spaces and places provision sit hand-in-hand with a sustainable delivery system, ensuring participants can enjoy quality experiences in spaces that are well-activated and maintained.

Sport New Zealand Ihi Aotearoa (Sport NZ) aims to inspire New Zealanders to develop a lifelong love of play, active recreation, and sport. Above all, we want to see 'Every Body Active'. Sport NZ has long been an advocate for locally-led development of spaces and places that provide quality experiences for communities. Working alongside Regional Sport Trusts and national sport and recreation partners, we are committed to supporting everyone involved in the planning, funding, development, and provision of spaces and places to ensure they are more affordable, well-utilised, and sustainable. Because we know quality spaces and places are critical enablers of physical activity and community wellbeing.

We also know that while levels of physical activity are declining due to a range of factors, affecting some communities more than others, people do want to be more active. While some of these factors are beyond our control, providing quality experiences for communities is something we can influence together.

The ultimate goal of this Plan is to ensure all parties are better informed of community needs, have a shared vision of best practice provision, and understand how they can work together for the greater good. Through a collaborative approach, both strategically and operationally, along with a shared understanding of the evidence and system pressures, we can prioritise limited resources in a way that is consistent and transparent to help ensure the greatest impact for current and future generations.

Sport NZ acknowledges and thanks Sport Manawātū, Sport Whanganui, the councils, and other key community partners for their continued leadership and commitment with respect to this Plan. In particular, we are buoyed by the strengthened focus on understanding current provision and utilisation alongside enhancing and activating the existing network to improve access and equity. We look forward to continuing to support you all in the execution of this.



**Julie Morrison**

General Manager Strategy, Policy & Investment  
Sport New Zealand Ihi Aotearoa (Sport NZ)

November 2023

## He rā ki tua - Horizons Region Spaces and Places Plan for Sport and Recreation 2023 - 2043

This Plan has been developed to provide direction and determine priority areas of focus for the spaces and places that enable play, active recreation and sport.

### 1.1 Introduction

It is intended that this Plan builds on the foundations and learning from the Manawātū-Whanganui Regional Sports Facility Plan that was developed in 2018 (RSFP 2018) and provides a platform for:

- Greater collaboration across the Horizons region, particularly between the project partners
- A collaborative view of the priorities for play, active recreation and sport spaces and places (facilities) across the Horizons region
- Informing the planning for future spaces and places, including providing mechanisms to support greater consistency in the planning and decision-making process used by key organisations
- Informing council LTP processes as to the identified initiatives for future consideration
- Ensuring investment decisions are evidenced-based.

### 1.2 How to use this document

This Plan is outlined in several areas and can be used to gain an understanding on the priorities for spaces and places for active recreation and sport in the Horizons region (the Manawātū – Whanganui Regional Council area). The plan is broken down as follows:

- What stakeholders have told us
- Opportunities that exist in the region
- A Vision and Principles of the region's spaces and places for recreation and sport
- The Decision Making process
- Roles and Responsibilities
- Regional Recommendations
- Council area summaries

This Plan should not be seen as a replacement for detailed local planning on a project-by-project basis. Rather it should complement, support and inform detailed planning at the local community network level.

A user-friendly guide will be created to support proponents.

A full Reference Document detailing background, stakeholder feedback information, informetric data and inventory stocktake is available here: [Reference Document](#)

### 1.3 What stakeholders have told us

The following feedback was received from stakeholders during the development of this strategy.



## 1.4 Opportunities that exist across the network

Based on available data and stakeholder feedback the He Rā Ki Tua Plan recognises six key opportunities which exist across the network:

### 1.4.1 Ensure Facilities are Fit for Purpose

- Prioritise the activation and maintenance of existing spaces where possible.
- Provide assistance to codes for the upgrade of existing facilities, where a need can be evidenced.
- Increase awareness of recreation facilities that are available for hire for groups to utilise.
- The current supply of facilities is generally ageing. Upgrading or renewing facilities is an important step in future-proofing facility provision.
- Look to develop spaces and places that provide a progression of opportunities to enable skill acquisition (such as a range of cycle or mountain bike trails, from beginner areas to advanced trails).

### 1.4.2 Encourage Sharing/Hubs

- Encourage and enable more shared facility use. Encourage hubs (for example racket sports or bowls/croquet/pétanque).
- Encourage and assist more schools to make facilities available for community use.
- Proposed projects should consider what other users could be involved as partners or key user groups.

### 1.4.3 Provision of better ancillary facilities

- Consider re-developing and providing more changing rooms/showers/toilets that are appropriate for use by female/gender-neutral users and people with disabilities.
- Consider providing more public toilets for use by spectators at public parks/ playground users/ public pathway/cycleway users.
- Review storage needs of clubs and organisations. Evaluate possible shared storage solutions.

### 1.4.4 Assess and improve the condition of playing fields (better meet training needs) through:

- Improved drainage and irrigation of existing fields to increase capacity if demand warrants.
- More high-capacity dedicated training fields with floodlights.
- Provision of dedicated space for traditional Māori activities, such as ki o rahi.
- Investigating whether Councils could take greater responsibility for the maintenance of floodlighting in return for greater control of field allocations.

### 1.4.5 Improve Accessibility

- Ensure facilities are accessible from use/cost/transport perspective. Review/evaluate better urban planning and car parking provision.
- Investigate the provision of more covered outdoor facilities such as courts/playgrounds/skate parks/ basketball hoops to protect users from sun/wind/ rain.

### 1.4.6 Assess equity/inclusivity of sport and recreation venues and opportunities such as:

- Affordable hire space for recreation activities
- Consider recreation needs for Māori - including gathering of kai, awa restoration. Consider marae as facility providers.
- Investigate the need for more indoor (possibly dedicated) community courts to support traditional indoor court users/winter codes seeking indoor training space.
- Offer free or low-cost opportunities for people to participate in play, active recreation and sport (such as walking trails, ½ court basketball courts, outdoor fitness trails, safe access points to the natural environment).



## VISION

Spaces and places in the Horizons region enable and inspire people to participate in play, active recreation, and sport, their way.

### 1.5 Key Planning Principles

The key planning principles that need to be considered for planned and emerging projects are outlined below:

#### 1.5.1 Honour Te Tiriti o Waitangi

We recognise the mana of Te Tiriti o Waitangi. We will apply a framework that reflects Te Tiriti o Waitangi articles and principles and considers the cultural narrative of the area, when planning future play, active recreation and sport facility outcomes for our community.

#### 1.5.2 A people-centred approach

It is acknowledged that the spaces and places developed for play, active recreation and sport are enablers to activity. Without people, these places are irrelevant.

There are significant benefits from linking people to their environment (Oranga Taiao, Oranga Tāngata). The benefits from being in the natural environment provides motivation for many to remain active and connected.

Any development should consider how it will further support people to have positive experiences in their communities. Many facilities also rely on volunteers to operate. These volunteers need to be appropriately supported.

#### 1.5.3 A network approach to future planning

A network approach involves considering a needs-based approach to projects as they arise. The current and future supply and demand for spaces and places is considered. It involves ensuring there is a strategic fit based on the existing network and any strategies or plans outlining the future network. It ensures that projects do not duplicate existing spaces and places, rather they complement and enhance the network. An important aspect is that existing facilities are maximised and/or enhanced before new spaces are considered.

#### 1.5.4 Shared use of spaces and places

Where possible, spaces and places need to be shared by a range of users. While this may require some compromise, shared use provides greater efficiency. Shared use creates dynamic spaces and encourages more inter-generational opportunities.

A focus should be on the development of multi-use facilities or hubs where a range of sport, recreation, play, education, social and other community infrastructure needs can be met. Over provision or unnecessary duplication of facilities should be avoided.

Partnering with others within and outside of the sector e.g., education, health, iwi, and the private sector increases the likelihood that facilities will be used to their full potential, maximising the return on investment.

#### 1.5.5 Ensuring Equitable spaces and places

Spaces and places are accessible to all. This is enabled through universal design principles and operationalised through facility operations ensuring equitable access. They are developed, maintained and operated in a way that encourages and supports inclusivity and diversity. Many older facilities were not designed to accommodate a range of user groups or genders. This creates barriers to participation for some groups.

#### 1.5.6 Factoring in the sustainability of spaces and places

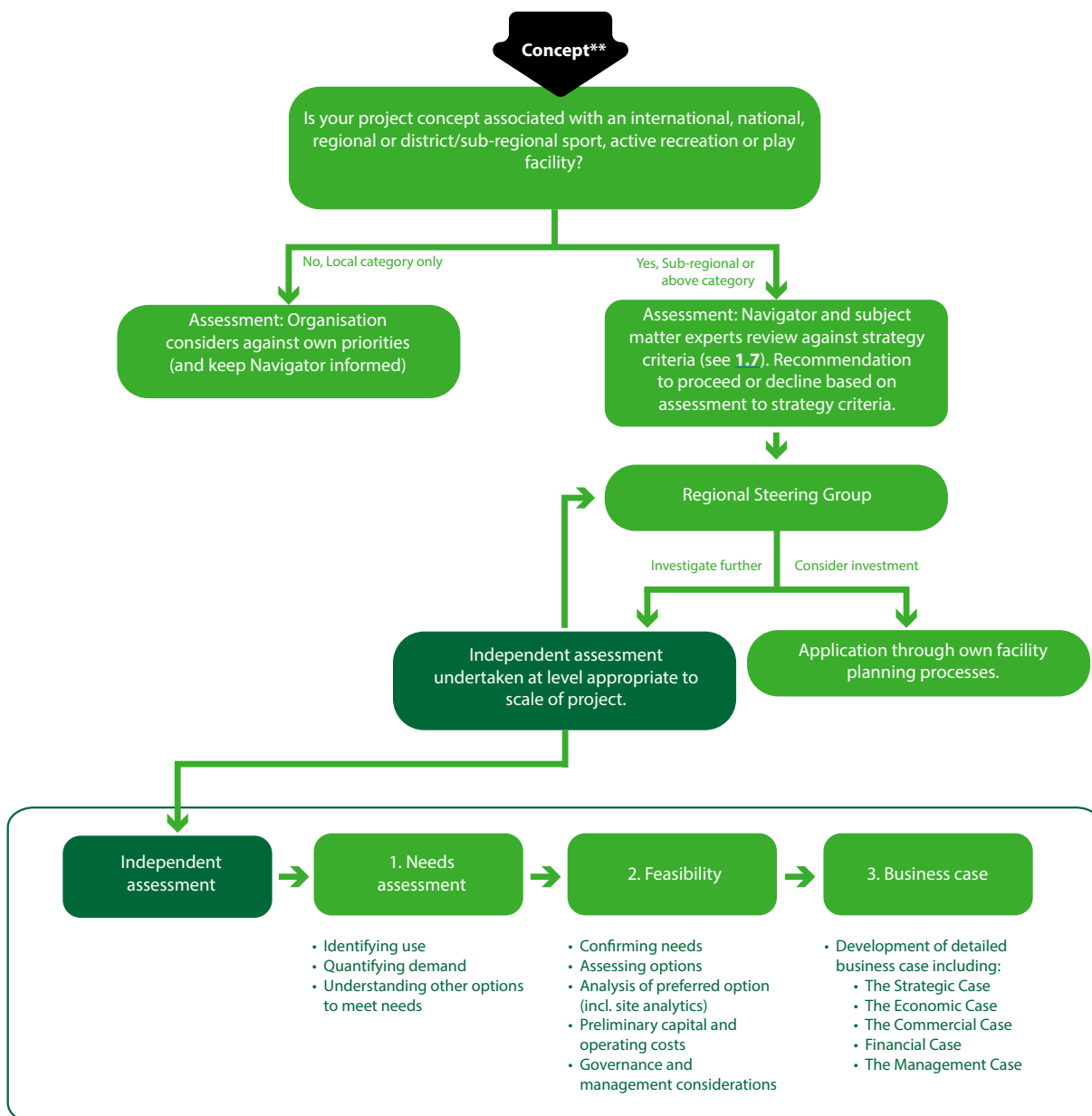
With finite resources, decisions need to be made that are based on ensuring social and economic sustainability and value for money for asset owners and funders. To do this it is important to understand the whole of life costs related to decisions. This means not only being able to build a facility, but also affording to operate and maintain it for the whole of its life.

Environmental impacts and climate change need to be considered when investing in upgrades or new facilities. There is also a need to apply sustainable design and construction methods to ensure the future facility network minimises impact on the environment and is itself, protected from environmental changes.



## 1.6 The Proposed Facility Planning Approach

The following facility planning process is to help guide proponents/Champions with project concepts. Any concept will be presented to the Spaces and Places Navigator for assessment. The Navigator's role is to support the process, answer questions, and help identify the correct path to take in process flow below.



For more information on the facilities hierarchy, please refer to the [Reference Document](#).

\*\* Endorsement of your project by the navigator or local authority may be required by funders considering applications for grants supporting your spaces and places project (captured using the Facility Concept Template). This process is designed to ensure your project has the best outcome for your organisation and the wider community and to provide clarity on:

1. the expectations of funders,
2. how to engage with decision makers to obtain endorsement, and
3. how to access expert support.

The navigator will review your submission and provide advice on the next steps. There is expert support available depending on the scale of your proposal.

### Do I need to engage with the navigator:

- Is your project associated with an international, national, or regional sport, active recreation or play facility?
- Does your activity have declining participation numbers?
- Is there potential for collaborating with other clubs or groups in your project?
- Do the navigator and proponent agree that this project is estimated to be greater than \$100,000?

If you answered NO to all questions, proceed directly with planning, design, and funding of your project. (Note that funders may share details of your application with the Regional Sports Trust.)

If you answered YES to one or more question, you need to engage with the navigator or respective authority to progress your project with funders and enablers.

## 1.7 Initial Assessment of Concept - Principles

The following checklist is recommended for new concepts that are being put forward; regardless of where the concept originates.

- It is recommended that the Spaces and Places Navigator works alongside those with the concept to ensure a partnership approach.
- Concepts should be assessed as to how well they align to each planning principle (high/medium/low).

### Level 1 - Principles which all projects must meet

Planning Principle	Criteria	Explanation
<b>Acknowledges Te Tiriti o Waitangi</b>	<ul style="list-style-type: none"> <li>• Supports principles of Partnership, Protection, Participation.</li> </ul>	Supports principles of Partnership, Protection, and Participation and considers the cultural narrative of the area. Māori participation will be positively impacted.
<b>A people-centred approach</b>	<ul style="list-style-type: none"> <li>• Empowers communities to be active their way (achieving the vision of the Plan).</li> <li>• Increases opportunities.</li> <li>• Community wellbeing will be positively impacted.</li> <li>• Supported by the community.</li> <li>• Enables newer activities to prosper</li> </ul>	<p>The degree to which the project will empower the relevant communities within the Horizons Region to be active in ways that suit them.</p> <p>The degree to which a project focuses on how it will provide increased opportunities for citizens to be engaged in play, active recreation and sport experiences.</p> <p>The degree to which community well-being and participation will be positively impacted if the proposal progresses.</p> <p>Clear evidence of involvement and support from the community and/or key stakeholders.</p> <p>Supports future growth potential. This would not exclude existing activities that that are doing well but would enable newer activities that have potential to receive support.</p>
<b>A network approach to provision</b>	<ul style="list-style-type: none"> <li>• Alignment with strategic drivers, locally, regionally and nationally.</li> <li>• Clear evidence of what is trying to be solved. Identification of a range of options.</li> <li>• Divestment of not-fit-for-purpose spaces and places is an option.</li> <li>• How the concept considers future-proofing.</li> </ul>	<p>Degree of alignment a facility or proposed facility has with strategic drivers such as national and regional facility strategies and local Council strategies (where relevant).</p> <p>Recognition of the balance required between local and regional provision.</p> <p>The issue or opportunity that the proposal is intended to address is clearly defined and evidenced.</p> <p>The proposed project has clearly investigated all available options to utilise existing spaces and places.</p> <p>The ability to adapt to changing demand, sporting trends and needs has been considered (future-proofing).</p>
<b>Equitable spaces and places</b>	<ul style="list-style-type: none"> <li>• Diversity, equity and inclusion is clearly addressed.</li> </ul>	<p>The degree to which the proposal provides benefit to a broad spectrum of the community (young and old, disabled, gender and ethnic groups).</p> <p>The degree to which the proposal will improve equity outcomes, particularly for people or groups that are/may be disadvantaged (such as people with disabilities, low socio-economic communities, Māori, young people, older adults).</p> <p>The level in which this concept enables equitable participation by ensuring that the spaces and places are inclusive and accessible.</p>

**Level 1 - Principles which all projects must meet**

<b>Sustainability of all spaces and places</b>	<ul style="list-style-type: none"> <li>• Sustainability, in its broadest sense, is considered.</li> <li>• Capability of relevant organisation/s to implement the concept.</li> </ul>	<p>Sustainability is considered in terms of financial, environmental, social and cultural factors.</p> <p>The degree to which the existing or proposed facility is operationally sustainable, particularly in terms of whole-of-life costs (capital, operational and maintenance costs throughout a facility's life).</p> <p>The return on investment (financial and social<sup>1</sup> returns) that the facility or proposed facility can demonstrate.</p>
<b>Shared Use</b>	<ul style="list-style-type: none"> <li>• Shared use is considered.</li> <li>• Partnerships, collaboration and integration are addressed.</li> </ul>	<p>The level in which, where practical, this concept encourages shared use, partnerships, collaboration and/or integration with other groups.</p> <p>The degree to which the proposal optimises an existing facility e.g. through partnerships to increase use, enhancements to make a facility more fit-for-purpose.</p>



## 2 Regional Recommendations

Opportunity	Recommendation	Responsibility	Timeframe
Regional Enabling Recommendations		The lead organisation/s who oversee the recommendation	(Short 1-3 years, Medium 4-9 years, Long 10 years plus, Ongoing)
Increase awareness	Consider across-boundary opportunities for increasing awareness and promoting the use of existing space and places in the Horizons region.	Horizons North PSG Horizons South PSG	Ongoing
	Each RST to publicise an inventory of bookable spaces for indoor recreation opportunities.	Sport Manawatū Sport Whanganui	Short term
	Each RST is to implement an awareness campaign to increase the understanding of the facility planning framework that assists with the decision-making process within this Plan.	Sport Manawatū Sport Whanganui	Short Term
Spaces and places development	Ensure any developments are adaptable and resilient to climate change and maximise sustainability principles.	All PSG Organisations	Ongoing
	Work with existing sports clubs to encourage the consolidation of sporting facilities, ensuring current spaces are optimised.	All PSG Organisations	Ongoing
	Ensure any investment in spaces and places caters for a diverse participant base, through the application of this Plan's principles.	Sport Manawatū Sport Whanganui	Ongoing
	When developing public convenience strategies look for alignment and opportunities with play, recreation and sports developments.	All councils	Ongoing
	Allocate sports field space for traditional Māori games (such as ki o rahi)	All councils	Ongoing
	Develop a Regional Indoor Courts Network Plan using guidance from the National Indoor Sport and Active Recreation Facilities Strategy	Sport Manawatū Sport Whanganui	Short term
Accessibility	Advocate that for any new or upgraded walking trails developed, they allow for accessibility where practical.	Sport Manawatū Sport Whanganui	Ongoing
	Any investment in change rooms needs to address all genders' needs, in line with Sport NZ's guidance on gender-neutral change spaces.	Sport Manawatū Sport Whanganui	Ongoing

Opportunity	Recommendation	Responsibility	Timeframe
	<b>Regional Enabling Recommendations</b>	<b>The lead organisation/s who oversee the recommendation</b>	<b>(Short 1-3 years, Medium 4-9 years, Long 10 years plus, Ongoing)</b>
<b>Informal Play and Recreation</b>	Consider the development of spaces that incorporate natural elements for imaginative, self-determined age-appropriate play. This could be when developing new infrastructure or upgrading existing spaces and places.	All councils	Ongoing
	Place playgrounds near complementary natural elements to maximise self-initiated, imaginative environmental play.	All councils	Ongoing
	Incorporate wider recreation and play infrastructure when upgrading or developing new sporting facilities (such as walking trails, basketball ½ courts, pump tracks and fitness trails). This will broaden the appeal of these spaces and places and offer low-cost options to participate.	All councils	Ongoing
<b>Process Recommendations</b>			
	Organisations endorse this plan and integrate the decision-making framework into decisions about play, active recreation and sports facilities.	All PSG Organisations	Short term
	This plan is referred to as He rā ki tua - Horizons Region Spaces & Places Plan for Sport and Recreation.	All PSG Organisations	Ongoing
	Establish Te Pae Whenua ki te Raki - Horizons North Steering Group, including iwi, councils, Sport Whanganui and community funders that oversees concepts and can look for collaborative opportunities and connections with other projects.	Sport Whanganui	Short term
	Establish Te Paewhenua ki te Tonga - Horizons South Steering Group, including iwi, councils, Sport Manawātū and community funders that oversees concepts and can look for collaborative opportunities and connections with other projects.	Sport Manawātū	Short term
	Coordination of the Steering Groups is to be overseen by Sport Manawātū and Sport Whanganui.	Sport Manawātū Sport Whanganui	Short term
	Endorse the proposed decision-making process when considering project concepts and existing planned projects that are seeking further investment. Assess currently proposed actions using the decision-making process.	All PSG Organisations	Ongoing
	Promote the services of each RST as Spaces and Places Navigators available to help community groups.	Sport Manawātū Sport Whanganui	Short term
	Each participating council updates the Sport NZ Facility Planning tool on a bi-annual basis, to ensure there is an up-to-date central facility inventory for the region.	All councils	Ongoing
	Review this Plan in 3-4 years' time, with a focus on across-boundary collaboration	Sport Manawātū Sport Whanganui	Medium term

### 3 Regional Roles and Responsibilities

The following section outlines the proposed roles that can enhance the support and decision-making for project initiatives. It is proposed that there is a spaces and places steering group that is formed to help guide those who table project initiatives/concepts. Each RST can also play a role in assisting project groups in navigating through the decision-making processes required.

#### 3.1 Regional Steering Groups

Horizons North and South Spaces and Places Steering Groups are formed that would include Iwi, territorial authorities, Horizons Regional Council, Funders, Sport Whanganui, Sport Manawātū. These Steering Groups could be an adjunct to the already established regional Chief Executives forum.

Steering group support is coordinated by Sport Whanganui and Sport Manawātū. It is proposed that these groups be made up of senior officials, with subject matter expertise provided by appropriate people within each organisation, on a project-by-project basis. Each Steering Group would have a memorandum of understanding outlining the agreed responsibilities and way of working together.

It is recommended the Steering Groups are initiated to consider projects based on advice from subject matter experts from within the participating groups, utilising the principles and criteria of this plan to guide decisions on whether to proceed or not.

#### 3.2 Spaces and Places Navigator

Each RST in the Horizons Region actively provides support to those who wish to progress spaces and places concepts. Each RST would assign a person (for the purposes of this Plan the role is called a Spaces and Places Navigator) to work alongside groups to help them understand the process and requirements.

The Spaces and Places Navigator also has a role to play in testing concepts against the principles of this Plan as well as looking for connections and opportunities that may not initially be apparent for those proposing an idea.

#### 3.3 Subject Matter Experts

Each organisation has the opportunity to use internal (or external) subject matter experts (SMEs) to assess any concept against the principles and criteria of this plan. The RST Spaces and Places Navigator can coordinate the required SMEs.

SMEs play a critical role in providing advice and recommendations to the Steering Group.

#### 3.4 Project Working Group

A project working group can be formed for each relevant project, facilitated by the Spaces and Places Navigator and is based on the project or concept being assessed. Relevant subject matter experts would come together to progress advice and recommendations for the Regional Steering Group to consider.

#### 3.5 Independent Assessments

Where deemed appropriate by the Steering Group, an independent assessment of a concept may be required to determine whether to proceed or not. Spaces and Planning Assessments are undertaken to ensure that proposed concepts are well thought through and generally fall into the following categories: Needs Assessment, Feasibility Study, and Business Case.



## Whanganui District



### Community Profile



**48,954**

Current population 48,954<sup>2</sup>.  
8% growth or over 4000 people expected by 2034.



Increasing ethnic diversity. The populations of those identifying as Māori, Asian and Pacific People are both expected to increase in the 12 years to 2034.

### Participation Snapshot<sup>3</sup>



**46%**

Walking for sport or leisure



**23%**

Jogging/ running



**13%**

Gardening



**22%**

Playing Games



**15%**

Individual workout

### Key Participation Facts

- Activities which are undertaken individually or on a casual basis are more popular than traditional team sports.
- Most sport and active recreation activities which require high-cost facilities<sup>4</sup> such as field and court sports fall outside the top 20 most popular activities.
- 31% of the population of Whanganui District is inactive.
- Tamariki (aged 5-11) are more active in 10 of their 20 expected activities than the national average for tamariki.
- Rangatahi (aged 12-17) are more active in 10 of their 20 expected activities than the national average for tamariki.

<sup>2</sup> Whanganui demographic data source: Infometrics high growth scenario.

<sup>3</sup> Activity and participation data sourced from Sport NZ Insights Tool.

<sup>4</sup> Such as sports fields, indoor/outdoor courts, greens, aquatic centres, specialist surfaces.

### Whanganui District Issues and Opportunities

Based on expected population growth and participation patterns, focus on re-purposing, upgrading, and sharing of facilities rather than building new ones.

A more diverse offering of spaces and places is required. Consider the needs of female, gender diverse and older participants.

The district is well served with sport and recreation facilities for a population of its size, although some are not fit for purpose and do not justify the cost charged for them.

Te awa offers multiple cultural and recreational opportunities.

Great environment for outdoor recreation, but potentially not leveraged as well as it could be.

The level of maintenance of the sports grounds is generally poor.

There is pressure on facilities at peak times that could be alleviated by increased promotion/activation of off-peak times.

### Proposed Actions

Complete the Implementation Plan to support the delivery of the Whanganui Open Spaces and Physical Activity Strategy.

Investigate the adequacy of the current field maintenance contracts to align with the national guidelines.

In partnership with Nga Tangata Tiaki o Whanganui, consider developing protocol for recreational use of Te Awa.

Investigate the network of off-road cycling trails and create better connections.

Support Whanganui District Council to investigate the community need for aquatic provisions in the district.



# Rangitikei District



## Community Profile



**16,182**

Current population 16,182.  
28% population growth (4,500 people) expected<sup>5</sup>



Most population growth expected in the 0-14 and 65 plus age groups (approximately 1,600 in each group).  
Increasing ethnic diversity. The populations of those identifying as Asian and Pacific are both expected to increase by 146% while the population of those identifying as Māori is expected to increase by 74%.

## Participation Snapshot<sup>6</sup>



**46%**

Walking for sport or leisure



**24%**

Jogging/ running



**18%**

Gardening



**16%**

Playing Games



**15%**

Individual workout

## Key Participation Facts

- Activities which are undertaken individually or on a casual basis are more popular than traditional team sports.
- Most sport and active recreation activities which require high-cost facilities<sup>7</sup> such as field and court sports fall outside the top 20 most popular activities.
- 31% of the population of the Rangitikei District is inactive.
- Tamariki (aged 5-11) are more active in 9 of their 20 expected activities than the national average for tamariki, and less active in 2.
- Rangatahi (aged 12-17) are more active in 9 of their 20 expected activities compared to the national average for rangatahi, but less active in 6.

<sup>5</sup> All population projections are to 2053, source Infometrics high projections, January 2023.

<sup>6</sup> Activity and participation information sourced from Sport NZ Insights tool.

<sup>7</sup> Such as sports fields, indoor/outdoor courts, greens, aquatic centres, specialist surfaces.

### Rangitikei District Issues and Opportunities

Based on expected population growth and participation patterns, focus on re-purposing, upgrading, and sharing of facilities.

A more diverse offering of spaces and places is required. Consider the needs of female, gender diverse and older participants in any developments or upgrades.

The district is well served with sport and recreation facilities for a population of its size, although some are not fit for purpose.

The draft local spaces and places plan can drive key recommendations.

Prioritising the maintenance and activation of existing facilities will meet many of the needs of participants in the district at a reasonable cost.

### Proposed Actions

RDC in partnership with Sport Whanganui to consider introducing more activation opportunities to encourage community use of existing assets.

Completion of the Taihape multi-purpose amenities building (hub and playing surfaces/courts).

Prioritise the maintenance of existing facilities.



# Ruapehu District



## Community Profile



**13,123**

Current population 13,123<sup>8</sup>. Moderate (12%) population growth (1,500 people) expected<sup>9</sup>.



Most population growth (44%, 1,100 people) expected in the 65 plus age group. The younger age groups (0-14 years and 15-39 years) are expected to experience very low growth or declines in population. Increasing ethnic diversity. The population of those identifying as Asian, Pacific People and Māori are expected to increase by 68%, 83% and 30% respectively.

## Participation Snapshot



**46%**

Walking for sport or leisure



**25%**

Jogging/ running



**18%**

Gardening



**17%**

Playing Games



**15%**

Individual workout

## Key Participation Facts

- Activities which are undertaken individually or on a casual basis are more popular than traditional team sports.
- Most sport and active recreation activities which require high-cost facilities<sup>10</sup> such as field and court sports fall outside the top 20 most popular activities.
- 30% of the population of the Ruapehu District is inactive.
- Tamariki (aged 5-11) are more active in 13 of their 20 expected activities than the national average for tamariki.
- Rangatahi (aged 12-17) are more active in 12 of their 20 expected activities compared to the national average for rangatahi, but less active in 5.

<sup>8</sup> Demographic data sourced from Infometrics high projections January 2023.

<sup>9</sup> All population projections are to 2053.

<sup>10</sup> Such as sports fields, indoor/outdoor courts, greens, aquatic centres, specialist surfaces.

Ruapehu District Issues and Opportunities
Based on expected population growth and participation patterns, focus on re-purposing, upgrading, and sharing of facilities rather than building new ones.
A more diverse offering of spaces and places is required. Consider the needs of female, gender diverse and older participants.
The district is well served with sport and recreation facilities for a population of its size, although some are not fit-for-purpose.
Enhancing existing facilities through maintenance and activation is key to meet the needs of the population of the Ruapehu District.
Proposed Actions
Undertake business case for the redevelopment of the Raetihi Pool.
Engage with Ohakune community to progress the redevelopment of Ohakune Pool.
Investigate potential infrastructure developments at Taumarunui Domain. <ul style="list-style-type: none"><li>○ Address the indoor recreational centre requirements in Taumarunui.</li><li>○ Address issues with Taumarunui grandstand.</li><li>○ Maintain Taumarunui pools to meet needs of local community.</li></ul>
Investigate the development of cycleways connecting towns and strategic places.
Investigate extension of the Timber Trail from Ōngārue through to Taumarunui.
Finalise development of Waiouru playground.
Consider development of simple pocket playgrounds with natural elements.



## Horowhenua District



### Community Profile



**38,431**

Current population 38,431. Significant (63%) population growth (over 24,000 people) is expected by 2040<sup>11</sup>.



Population growth is expected in all age groups. By 2040/41 the population of the Horowhenua district is projected to be fairly evenly spread across age groups.

### Participation Snapshot<sup>12</sup>



**47%**

Walking for sport or leisure



**24%**

Jogging/ running



**17%**

Gardening



**17%**

Playing Games



**17%**

Individual workout

### Key Participation Facts

- Activities which are undertaken individually or on a casual basis are more popular than traditional team sports.
- Most sport and active recreation activities which require high-cost facilities<sup>13</sup> such as field and court sports fall outside the top 20 most popular activities.
- 33% of the population of the Horowhenua District is inactive.
- Tamariki (aged 5-11) are more active in 6 of their 20 expected activities than the national average for tamariki.
- Rangatahi (aged 12-17) are more active in 5 of their 20 expected activities compared to the national average for rangatahi.

<sup>11</sup> Population projections for Horowhenua are to 2040/41. Data sourced from Sense Partner Projections, 95 percentile.

<sup>12</sup> Activity and participation information sourced from Sport NZ Insights Tool.

<sup>13</sup> Such as sports fields, indoor/outdoor courts, greens, aquatic centres, specialist surfaces.

### Horowhenua District Issues and Opportunities

Based on expected population growth and participation patterns, focus on re-purposing, upgrading, and sharing of facilities rather than building new ones.

A more diverse offering of spaces and places is required. Consider the needs of female, gender diverse and older participants.

The impact projected population increases will have on existing resources was identified as both an issue and an opportunity.

The willingness of clubs to work together and share resources was seen as a key opportunity in the district.

### Proposed Actions

Investigate the demand for indoor court space to retain and grow participation.

Consideration of long-term development options for Levin Aquatic Centre given population growth and the pressures on this facility (hub concepts).

Investigate the recreational potential at the Foxton River Loop.

Consider the participation trends of sporting codes in Foxton and whether a network delivery approach for sporting delivery will meet the needs of the community.

Commence initial stage 1 upgrade at Manakau Domain and work with the community around future delivery, utilising "Better off" funding.

Consider the concept plan for Donnelly Park to address cross code pressures. Define and implement in a staged approach.

Progress the implementation of the Shared Pathway Strategy.

Consider approaches to address pressure being placed on local grounds by out-of-town teams being forced north and south.

Consider development of neighbourhood pocket parks incorporating natural elements, simple skate ramps and basketball hoops.



# Manawatū District



## Community Profile



**34,345**

Current population 34,345. Moderate (39%) population growth (nearly 13,500 people) expected<sup>14</sup>.



33% of population growth (4,500 people) expected in those aged 65 years or over.

Increasing ethnic diversity. The populations of those identifying as Asian, Pacific People and Māori are expected to increase by 151%, 149% and 96% respectively.

## Participation Snapshot<sup>15</sup>



**48%**

Walking for sport or leisure



**27%**

Jogging/ running



**18%**

Gardening



**20%**

Playing Games



**19%**

Individual workout

## Key Participation Facts

- Activities which are undertaken individually or on a casual basis are more popular than traditional team sports.
- Most sport and active recreation activities which require high-cost facilities<sup>16</sup> such as field and court sports fall outside the top 20 most popular activities.
- 31% of the population of the Manawatū District is inactive.
- Tamariki (aged 5-11) are more active in 5 of their 20 expected activities than the national average for tamariki and less active in 3.
- Rangatahi (aged 12-17) are more active in 6 of their 20 expected activities compared to the national average for rangatahi, and less active in 1.

<sup>14</sup> All population projections are to 2053. Demographic data sourced from Infometrics High Projections, January 2023.

<sup>15</sup> Activity and participation information sourced from Sport NZ Insights tool.

<sup>16</sup> Such as sports fields, indoor/outdoor courts, greens, aquatic centres, specialist surfaces.

### Manawatū District Issues and Opportunities

Based on expected population growth and participation patterns, focus on re-purposing, upgrading, and sharing of facilities rather than building new ones.

A more diverse offering of spaces and places is required. Consider the needs of female, gender diverse and older participants.

The Manawatū District is reasonably well catered for with sport and recreation facilities although there are a number of ageing facilities.

Inaccessibility to Manfeild as a local resource is an identified issue.

Declining membership in some key team sports needs to be considered in any requests for investment.

Drawing on the strengths of Council and School Partnerships to address network facility gaps across the district.

### Proposed Actions

Consider the development of a dedicated youth space.

Complete investigations for additional indoor court space for local use.

Consider provision of a larger/affordable/fit for purpose facility for Feilding Gymnastics.

Optimise use of Manfield as a site for sport and active recreation for both local and regional use.

Investigate need for additional lighting to increase training capacity.

Investigate development of trails/pathways, including a loop around Feilding.

Consider need of hydrotherapy pool to meet the needs of the ageing population.

Enhance village play spaces by providing guidance to increase investment.

Allow for provision of unstructured play when developing playgrounds.



# Palmerston North City



## Community Profile



**94,400**

Current population 94,400. Moderate (24%) population growth (over 22,000 people) expected<sup>17</sup>.



30% of population growth in the 40–64-year age group. Lower growth in younger age groups. 52% of population growth (over 11,500 people) expected in those aged 65 years or over. Increasing ethnic diversity. The populations of those identifying as Asian, Pacific People and Māori are expected to increase by 97%, 69% and 65% respectively.

## Participation Snapshot<sup>18</sup>



**48%**

Walking for sport or leisure



**29%**

Jogging/ running



**16%**

Gardening



**19%**

Playing Games



**20%**

Individual workout

## Key Participation Facts

- Activities which are undertaken individually or on a casual basis are more popular than traditional team sports.
- Most sport and active recreation activities which require high-cost facilities<sup>19</sup> such as field and court sports fall outside the top 20 most popular activities.
- 30% of the population of the population of Palmerston North City is inactive.
- Tamariki (aged 5-11) are more active in 9 of their 20 expected activities than the national average for tamariki and less active in 1.
- Rangatahi (aged 12-17) are more active in 5 of their 20 expected activities compared to the national average for rangatahi, and less active in 1.

<sup>17</sup> All population projections are to 2053. Demographic data sourced from Palmerston North City final population and household projections May 2023.

<sup>18</sup> Activity and Participation information sourced from Sport NZ Insights tool.

<sup>19</sup> Such as sports fields, indoor/outdoor courts, greens, aquatic centres, specialist surfaces.

### Palmerston North City Issues and Opportunities

Based on expected population growth and participation patterns, focus on re-purposing, upgrading, and sharing of facilities rather than building new ones.

A more diverse offering of spaces and places is required. Consider the needs of female, gender diverse and older participants.

Lack of consistently available and affordable indoor space reported by many indoor court sports.

High demand pressures on indoor aquatics space. No deep-water pool for activities such as water polo.

Lack of consistent participation data to help inform decisions.

Opportunities to promote partnerships and optimise existing relationships.

Willingness of schools to make facilities available for community use.

Attractive natural environments close to the city and existing parks.

The facilities at Massey University compliment the network of community facilities in Palmerston North.

### Proposed Actions

Complete review of CET Arena Masterplan.

Implement the recommendations of the Palmerston North City Aquatic Facilities and Water-based Recreation Needs Assessment.

Proceed with community indoor sports facility study, including investigation of covered outdoor courts.

Implement recommendations from the covered bowls facility feasibility study.

Support Gymsports with planning for a gymnastics facility.

Support the provision of an additional artificial turf.

Consider enhancement of existing sports field network.

Continue development of walkways/shared pathways.

Continue development of cycle trails and supporting amenities like toilets and parking.

Ensure recreational needs are considered in urban growth areas.

Support provision of dedicated space for traditional Māori activities e.g. Ki o rahi.

Proceed with Te Motu o Poutoa development to enhance recreational/cultural experiences.

Consider further development of small pocket parks incorporating natural elements as well as simple skate ramps and basketball hoops.



# Tararua District



Te Paewhenua ki te Tonga  
- Horizons South

## Community Profile



# 19,153

Current population 19,153. Moderate (17%) population growth (3,000 people) expected<sup>20</sup>.



Declining population expected in the 15-39 age group and a small increase in 0-14-year age group.

76% of population growth (over 2,000 people) expected in those aged 65 years or over. Increasing ethnic diversity. The populations of those identifying as Asian, Pacific People and Māori are expected to increase by 91%, 75% and 67% respectively.

## Participation Snapshot<sup>21</sup>



# 47%

Walking for sport or leisure



# 27%

Jogging/ running



# 17%

Gardening



# 20%

Playing Games



# 19%

Individual workout

## Key Participation Facts

- Activities which are undertaken individually or on a casual basis are more popular than traditional team sports.
- Most sport and active recreation activities which require high-cost facilities<sup>22</sup> such as field and court sports fall outside the top 20 most popular activities.
- 32% of the population of the Tararua District is inactive.
- Tamariki (aged 5-11) are more active in 5 of their 20 expected activities than the national average for tamariki and less active in 2.
- Rangatahi (aged 12-17) are more active in 6 of their 20 expected activities compared to the national average for rangatahi, and less active in 1.

<sup>20</sup> All population projections are to 2053. Demographic data sourced from Infometrics high projections, January 2023.

<sup>21</sup> Activity and participation information sourced from Sport NZ Insights tool.

<sup>22</sup> Such as sports fields, indoor/outdoor courts, greens, aquatic centres, specialist surfaces.

Tararua District Issues and Opportunities

- Based on expected population growth and participation patterns, focus on re-purposing, upgrading, and sharing of facilities rather than building new ones.
- A more diverse offering of spaces and places is required. Consider the needs of female, gender diverse, older participants and people with disabilities.
- Optimisation of existing facilities will keep costs down, ensure greater use of existing facilities, and reduce need for new facilities.
- Some facilities are no longer fit-for-purpose as participation trends have changed over time.
- School community partnerships are an opportunity to address duplication.
- Declining numbers of volunteers.

Proposed Actions

- Implement the recommendations from the Tararua Play, Active Recreation, and Sport Strategy.
- Continue to support the philosophy of hubbing for community sport facilities.
- Continue to support community pools to meet local needs.
- Consider development of pocket parks incorporating natural elements to ensure equity and accessibility for all.
- Identify opportunities for track/walkways/cycleways development.



## For more information contact

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### Te Paewhenua ki te Tonga - Horizons South

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## MEMORANDUM

**TO:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** Annual Progress Report on Heritage Themes in Council Programmes 2023/24

**PRESENTED BY:** Keegan Aplin-Thane, Senior Planner and Linda Moore, Manager City Library

**APPROVED BY:** David Murphy, Chief Planning Officer  
Kerry-Lee Probert, Acting Chief Customer Officer

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### RECOMMENDATION TO CULTURE & SPORT COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Progress Report on Heritage Themes in Council Programmes 2023/24', presented to the Culture & Sport Committee on 26 June 2023.
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#### 1. PURPOSE

The purpose of this memorandum is to update the Culture and Sport Committee on the heritage themed activities that have been completed in the 2023/24 period across Council programmes.

This report has been prepared in advance of the Long-Term Plan for 2024-34 being confirmed, so the outcomes of deliberations have not been factored into this report.

#### 2. CURRENT DIRECTION

The Arts and Heritage Plan (2021-31) includes the following ongoing action:

- *Provide an annual progress report on military heritage themed Council-run programmes to the Arts, Culture & Heritage Committee (now the Culture & Sport Committee) with involvement of the Palmerston North Defence Heritage Advisory Group (PNDHAG).*

Below are the relevant resolutions to date relating to this issue:

Resolution	Date/Meeting of recommendation
<i>That the future focus of the Military Heritage Update report includes opportunities for development of the military heritage theme in the built environment.</i>	Arts, Culture & Heritage Committee 29 September 2021
<i>That the Chief Executive provide an annual progress report on the development of heritage themes, including military heritage, across Council programmes.</i>  <i>Officers have assumed that the expanded scope of this report applies to the opportunities for development of heritage themes in the built environment.</i>	Arts, Culture & Heritage Committee 10 August 2022
<i>That the heritage funding shortfall identified in the 'Annual Progress Report on Heritage Themes in Council Programmes 2022/23' for the city is referred to the 2024-34 Long Term Plan.</i>	Culture & Sport Committee 28 June 2023

### 3. CURRENT COUNCIL PROGRAMMES & PLAN ACTIONS

Ongoing Council actions relating to heritage can be found in the [Arts and Heritage Plan](#). The following actions and programmes are specific to heritage:

Plan Action/Programme	Year	Update
Develop a Caccia Birch Site Masterplan	2023/24	Proposed for Year 1 of the 2024-34 Long Term Plan
Complete an inventory of District Plan listed Built Heritage	2021/22	Complete
Publish a public facing interactive online map that spatially shows the city's military heritage sites	2021/22	Complete
Develop a CBD Architectural Heritage Design Guide	2022/23	Not started due to resourcing constraints
Develop an earthquake strengthening guide for heritage buildings	2021/22	Not started due to resourcing constraints
Develop a 'District Plan Heritage Buildings Tour' on the Manawatū Heritage Tour App	2021/22	In progress. Changes to the app to be made prior to adding new tours

Survey the community and stakeholders to inform future development of Manawatū Heritage	2021/22	Discussions have taken place with key stakeholders in 2023/24 to inform development work. A full survey will be undertaken in the 2024/25 year to review the success of developments undertaken
Investigate the need for additional shelving for archives as part of the Civic and Cultural Precinct Master Plan	2021/22	Part of Civic and Cultural Precinct Masterplan
Review the Natural and Cultural Heritage Incentive Fund	2022/23	Not started
Mark the city's 150th anniversary	2021/22	Complete

#### 4. HERITAGE THEMED ACTIVITIES 2023-2024

Heritage-themed activities that do not relate to specific programmes above include the following for the 2022-23 financial year:

Council Function	Programmes/Activities
Events	<p>11<sup>th</sup> Nov 2023 - Armistice Day service, Conference &amp; Function Centre.</p> <p>25<sup>th</sup> Apr 2024 - Anzac Day services, Te Marae o Hine.</p> <p>PN City Council also supports Ashhurst and Bunnythorpe Anzac services.</p> <p>Battle of the Bridges: Postponed for this year due to resourcing constraints. Planning started for 2025.</p> <p>Support for the community-led rededication event at the Bunnythorpe War Memorial held on 9<sup>th</sup> December.</p>
Programmes	Local History Week and Heritage Month: 77 programmes and events were held in March delivered by heritage sector partners across the city. 2,050 attendees. Full programme can

	<p>be found <a href="#">here</a>.</p> <p>Military History Presentation Series have continued monthly during lunchtimes and evenings in the Central library.</p>
Community Support	<p>Support for the Palmerston North Returned Services Association initiative to restore service graves at Kelvin Grove and Terrace End cemeteries has been completed. Research work is continuing on identifying over 70 unmarked service graves.</p> <p>Support for the renewal of Awapuni Medical Corps signage.</p> <p>Partnership with the New Zealand Military Vehicle Club and local businesses had successfully refurbished the decommissioned howitzer at Memorial Park.</p> <p>Heritage funding given for:</p> <ul style="list-style-type: none"> <li>• Digitising community archives</li> <li>• Weather proofing a listed heritage home</li> <li>• Foundation strengthening for a house in the Savage Crescent Conservation Area</li> <li>• Roofing renewals and seismic assessments for the former Abbey Theatre and Kilwinning Lodge</li> <li>• Seismic assessment for the office building at the Hoffman Kiln</li> <li>• Maintenance work on 5 notable trees</li> <li>• Documentary related to World War 2 refugees who settled in Palmerston North and the Manawatū</li> </ul>
Policy & Regulatory	<p>Plan change G: Aokautere Growth Area – The commissioners' decision was issued on 6<sup>th</sup> May 2024. Subject to any appeals being lodged by 18<sup>th</sup> July, this plan change has sought to protect 20 gullies and two native bush blocks that form part of the city's natural heritage.</p> <p>Resource consent has been granted for the redevelopment of the former post office building to provide for a hotel.</p>
Storytelling	<p>Coordination of <i>Back Issues</i> series in Manawatū Standard: Weekly article produced on local history for weekend broadsheet. Heritage Team members have researched and</p>

	<p>written regular articles alongside local historians, writers, researchers and knowledge holders.</p> <p>He Ara Kotahi, Hei Ara Kōrero has been launched in May. The <a href="#">self-guided interactive tour app</a> features six sites of significance to the city along the Manawatū River where Rangitāne o Manawatū occupied in 1600. PN City Council was a funding partner, along with the major funding partner, the Ministry for Culture and Heritage.</p> <p>The 20m long façade wrap along the George Street frontage to the Central Library has been rewrapped to tell some of the story of Te Marae o Hine through the lens of kua kaupapa I au te aroha ma koutou e whakaoti – <i>I have laid the foundation of friendship for your completion.</i></p>
Archives & Collections	<p>Digital migration of existing community archives and research files to Manawatū Heritage Repository is due for completion 2024/25.</p> <p>Manawatū Heritage:</p> <ul style="list-style-type: none"> <li>• Manawatū Standard Subject Collection: Bands – 113 sets researched, described and uploaded</li> <li>• Manawatū People's Radio – 57 episodes of Friends of Marilyn edited, described and uploaded</li> <li>• Manawatū People's Radio - 29 episodes of Making Palmy Home edited, described and uploaded</li> <li>• Jack Cottam Slides (1970s)</li> <li>• Keith Hamblyn Slides (1960s/70s)</li> <li>• Frank Goldingham negative collection (1960-1964)</li> <li>• Rod Matheson films</li> </ul> <p>Migration of Council's public art, memorials, and historic objects register to the capital asset management database to support maintenance and care.</p>
Capital Programmes	<p>A tāniko-inspired design has been completed as part of renewals to the surface under Kerei Te Pānau/Hopwood Clocktower in late 2023. The pattern recognises ancestral Rangitāne leader Ereni Te Awe Awe.</p> <p>Albert Street entrance enhancements to the Manawatū River</p>

	<p>have been completed. The design references the historical connection to the Hokowhitu Lagoon as a food source.</p> <p>The new Ruahine Reserve has been established as part of the Centennial Park development. The park references the significant kainga that was established by Rangitāne o Manawatū adjacent to the Hokowhitu Lagoon.</p> <p>Two heritage features have been incorporated into the Featherston Street Safety Improvements Project:</p> <ul style="list-style-type: none"> <li>• The Fred Hollows Mural to acknowledge former Palmerston North Boys' High School student and world-renowned eye surgeon Fred Hollows.</li> <li>• "Silhouettes of Excellence" recognising former Palmerston North Boys' High School students who had lost their lives in WW1 and WW2, and those who have excelled in professional sports.</li> </ul> <p>A tomokanga gateway was carved by Craig Kawana and installed at the Arapuke Forest Park in early December 2023, co-funded with the Manawatū Mountain Bike Club.</p> <p>The new bus shelter roll-out has incorporated glazing design references to Haunui-a-Nanaia and John Tiffin Stewart.</p>
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## 5. BARRIERS TO ADVANCING HERITAGE GOALS

Current barriers limiting the delivery of Council's heritage actions and programmes include:

- Programme budgets for transport renewals or upgrades have not historically allocated funding towards delivering heritage outcomes.
- Increased demand for local history resources, advice and support for the Aotearoa NZ History curriculum.
- The physical facility (space, conditions, chiller) for the city's archival collections in the Central Library is under pressure.

The Ministry of Business, Innovation, and Employment intend to review the Building Act to extend the timeframe (by 4-6 years) for remediating earthquake-prone buildings later this year to allow for a review of the earthquake-prone building

system<sup>1</sup>. This may have an impact on the timing of applications to the Strengthening Palmy Fund.

## 6. UPCOMING HERITAGE THEMED ACTIVITIES

Reserve management plans for Ashhurst Domain and local reserves are currently being prepared. These will provide guidance on managing sites with heritage sensitivities and special character.

## 7. NEXT STEPS

An annual report will be presented to the committee in 2025.

## 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 achievement of action/actions in Arts and Heritage	
The action is: Provide an annual progress report on military heritage themed Council-run programmes to the Arts, Culture & Heritage Committee (now the Culture & Sport Committee) with involvement of the Palmerston North Defence Heritage Advisory Group (PNDHAG).	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	This memorandum delivers the annual progress report required in the action above, and on the scope set by the Arts, Culture & Heritage Committee at its meeting of 10 August 2022.

## ATTACHMENTS

Nil

<sup>1</sup> Note a distribution plan to share these changes to the public will be prepared once we understand the nature of changes from MBIE later in the calendar year.



## MEMORANDUM

**TO:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** Remuneration for Council Controlled Organisation Board Members

**PRESENTED BY:** Sarah Claridge, Democracy & Governance Advisor

**APPROVED BY:** Danelle Whakatihi, Chief People & Performance Officer

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### RECOMMENDATIONS TO COUNCIL

1. That the remuneration for Te Manawa be set out as one annual figure in the Appointment of Directors Policy (expenses and meeting fee combined), so as to read:
    - Te Manawa Chair: \$6,980
    - Te Manawa Board Member: \$2,980
  2. That Council increase the remuneration of the Chairs of the Regent Theatre and Globe Theatre Trust Boards to \$1,200 for the 2024/25 year.
  3. That Council agree an annual remuneration for Board Members of the Regent Theatre and Globe Theatre of \$1,020 for the 2024/25 year.
  4. That Council note that the remuneration fees will be adjusted annually for inflation and reviewed by 2027, in accordance with the Appointment of Directors Policy, recently reviewed.
- 

### 1. ISSUE

- 1.1 At its 18 December 2023 meeting, Council resolved, "That the Chief Executive review the remuneration/meeting fees for Trust Board Members of Te Manawa, the Globe and Regent Theatre to inform the Long-Term Plan 2024/34."
- 1.2 The cultural Council Controlled Organisations (CCOs) Chairs, led by Te Manawa, have requested that Council increase the remuneration paid to its Board Members. The request is attached. It sets out that increasing remuneration will attract skills to the cultural CCO Boards and more fairly compensate Board Members for time and value. The letter requests consideration for Deputy Chairs to be remunerated at a higher rate than Board Members, in recognition of the extra work they do.
- 1.3 This memorandum provides advice to aid Elected Members in their consideration of this request. Elected Members may resolve to leave

remuneration unchanged or to increase remuneration levels. Should Council raise remuneration it must also consider how the difference will be covered.

- 1.4 The Economic Growth Committee recently [reviewed](#) (and Council subsequently agreed on 1 May 2024) revisions to the Appointment of Directors and Trustees Policy to include an annual inflation adjustment and a set of criteria for triennial review. It is against these [criteria](#) that Council should consider the request put to it.

## 2. BACKGROUND

- 2.1 Council is empowered by the Local Government Act 2002, s57 to appoint directors to CCOs Boards and set Directors' fees.
- 2.2 Council's [Appointment of Directors and Trustees Policy](#) ("the Policy") governs the purposes and processes for CCO Board appointments. The Remuneration section of this policy was recently amended by Council, to provide guidance on the factors to consider when reviewing a Board's remuneration. Officers have taken these factors into consideration in the review of the Boards' remuneration.
- 2.3 Currently, Board Members (including the Chairs) of **the Globe and Regent Theatre Trusts** are paid a stipend of **\$85 per meeting**. This is allocated to the organisations as a "meeting fee grant". **Te Manawa Museums Trust** Board Members are remunerated at **\$165 per meeting plus expenses** of \$1,000 annually, and the Chair at \$5,000 per annum which is paid proportionally per meeting attended. In the case of Te Manawa, meeting fees and expenses are paid out of their operating grant from Council.

**Table 1: Cultural CCO Board remuneration paid 2022/23**

CCO Board	No. of Trustees	Chair (per meeting)	Board Member (per meeting)	Total Remuneration per meeting (full attendance)	Total actual Board Remuneration paid in 2022/23**
Te Manawa Museum*	9	\$582	\$248	\$2,568	\$22,378
Globe Theatre	6	\$85	\$85	\$510	\$4,590
Regent Theatre	9	\$85	\$85	\$765	\$5,525

\* For ease of comparison, the table combines meeting fees and expenses for Te Manawa.

\*\*As members are paid according to attendance, actual remuneration can be less than budgeted if not all trustees attend every meeting, or if there are periods when a Board has vacancies.

### 3. REVIEW OF BOARD REMUNERATION

3.1 A desktop review has been conducted against our Appointment of Directors and Trustees Policy, which included:

- Benchmarking remuneration against other cultural CCOs, the Institute of Directors (non-profit reporting), and by completing Auckland City Council's weighted Methodology for CCO Directors' Remuneration.
- Surveying the Board members of our cultural CCOs on their remuneration rate and their workload. 15 results were received out of 24 members.

#### Board Workload

3.2 Table 2 shows the average time spent on Board activities as reported by those who responded to the survey.

**Table 2: Average time spent on Board business per month**

CCO Board	Chair	Board Member
Te Manawa	10 -15 hours per month	6 - 10 hours per month
The Regent	no data	1 - 10 hours per month
The Globe	6-10 hours per month	less than 5 hours per month

3.3 Officers assessed the 9 factors listed in the Appointments Policy for remuneration considerations. The findings are outlined below.

#### **Factor 1 – The need to attract and retain appropriately qualified directors/trustees**

Council has not had any recent trouble appointing qualified candidates to these Trust Boards. There is a high level of skilled and diversity of candidates who apply.

Many trustees have sat on their Board for several terms. Overall, this suggests that remuneration is not a significant issue for attraction and retention.

Results from the Board Member's survey: 13/15 stated they did not expect to be paid, and 7/15 thought that remuneration was 'not important' or 'not important at all' when considering whether to stand again. Only 3/15 felt remuneration 'was important' or 'very important' when considering whether to re-stand.

## Factor 2 – The levels of remuneration paid by comparable organisations in New Zealand

- 3.4 Table 3 shows remuneration rates for similar cultural CCO Boards in New Zealand. Entities have been ordered by size of turnover of the organisation (determined as: total expenses excluding depreciation) on the assumption that, when comparing organisations of a like-type, complexity of issues and the skills and knowledge required to oversee and manage risk increases as the size of the portfolio grows.

**Table 3: Remuneration rates for cultural CCO Boards**

Entity <sup>2</sup>	Type	Total expenses 2022/23	Individual annual remuneration <sup>3</sup>
<b>Te Manawa Museums Trust</b>	<b>Cultural CCO</b>	<b>\$3,660,181</b>	<b>\$6,980 for the Chair</b> <b>\$2,980 for Board members</b>
Whangārei Arts Trust <sup>4</sup>	Cultural CCO (Whangarei District Council)	\$3,103,194	No stipend or expenses provided
Southland Museum and Art Gallery <sup>5</sup>	Cultural CCO (Invercargill City, Southland District and Gore District Councils)	\$1,368,232	\$16,000 for Chair \$8,000 for Board Members
Tauranga Art Gallery	Cultural CCO (Tauranga City Council)	1,339,995 (2021/22)	\$15,000 for Chair \$9,375 for Deputy Chair \$7,500 for Board Members
Hawkes Bay Museum Trust	Cultural CCO (Hastings District and Napier City Councils)	\$1,165,760	No stipend or expenses provided

<sup>2</sup> Most cultural CCOs are either art galleries or museums. Officers could not find any examples of other theatre CCOs to compare the Globe or Regent against.

<sup>3</sup> Council's cultural CCOs are currently paid a per meeting fee rather than a yearly amount. For relative comparison, Table 3 shows the maximum stipend members would receive if they attended 12 meetings a year.

<sup>4</sup> Manages the Huntertwaiasser Art Centre with Wairau Māori Art Gallery, and Whangārei Art Muesum.

<sup>5</sup> Membership and remuneration of this Board has recently changed. Before August 2023 Chief Executives of the three councils sat on the Board with no stipend or expenses paid. Current members are independent, skilled-based appointments and are remunerated for their service.

Entity <sup>2</sup>	Type	Total expenses 2022/23	Individual annual remuneration <sup>3</sup>
Regent Theatre Trust	Cultural CCO	\$838,585	\$1,020 for Chair \$1,020 for Board Member
Globe Theatre Trust	Cultural CCO	\$300,957	\$1,020 for Chair \$1,020 for Board Member

3.5 While Board remuneration varies greatly across the country, based on the size of the organisation alone, Te Manawa's Board fees are less than several smaller sized council-controlled organisations.

3.6 The Chairs' request also mentions benchmarking rates for the not-for-profit sector. The 2022 Directors Fees report from the Institute of Directors (IOD) provides the following average industry remuneration rates for the not-for-profit sector.

**Table 4: Remuneration ranges for the not-for-profit sector, 2022/23 (per year)**

Type of entity	Sample Size	Director/Trustee	Deputy Chair	Chair
Not-for-profit	Median Lower Quartile	\$24,860 \$13,625	\$16,658 \$7,250	\$37,500 15,000
Trust (not-for-profit)	Median Lower Quartile	\$12,000 \$6,000	n/a n/a	\$24,000 \$23,500

3.7 The focus of the IOD report is larger economic development organisations or local service providers (water, waste, airports). There is not a sufficient data sample to accurately determine appropriate remuneration levels for small cultural CCOs from this report.

3.8 The report notes the common practice is for a Chairperson to earn 1.5 times to double that of a Board Member, with a Deputy Chair being paid about 1.25 times the standard Board Member. Council may wish to consider compensating Chairs for additional duties – coordinating with staff, performance management of their key staff members, regular reporting to Council, etc.

### Factors 3 to 6 – Size and Scale, Complexity and Scope, Accountability, and Risk of operations

- 3.9 Officers applied Auckland City Council's weighted methodology for CCO Director Remuneration, which is also used by Tauranga City Council (Attachment 2) to assess the appropriateness of remuneration levels. This methodology weights the subjected measures (complexity, scope, accountability and operational risk) making it possible to compare and rank different types of CCOs.
- 3.10 Workings can be seen in Attachment 2. Scores for the size and scope are based on the CCOs' annual reports. The remaining areas were assessed by Officers.
- 3.11 Like Tauranga, our CCO sizes are smaller than Auckland's. All Palmerston North City Council cultural CCOs fell within the lowest band – Level 5.

Band Level	Non-Commercial Basis	Score
5	\$2,500 to \$7,500	12-17

- 3.12 Te Manawa Board members' existing remuneration (\$2,980) falls at the low end of the band and the high end for the Chair (\$6,980).
- 3.13 The Regent and the Globe both received the lowest possible score (12). Their current annual remuneration per Board member (\$1,020) sits below the recommended fee band for this group. However, Officers note that this is unsurprising as theatres across the country are usually governed by community trusts on a voluntary basis.
- 3.14 Officers are comfortable with the current rate of remuneration paid to the Regent and Globe CCOs Boards as they are within Council's current stipend levels for other similar-sized appointed bodies, eg. Creative Communities/ reference groups (see Table 5 below). However, Officers acknowledge there is a significant reporting burden for CCO Boards, which community Boards and reference groups do not have, and thus note that some remuneration is justified for a CCO.
- 3.15 Officers recommend that Te Manawa's expenses be incorporated into their meeting fee for clarity and consistency.

**Table 5: Volunteer stipend (comparable for organisation type, roles and responsibilities)**

Organisation	Type	Remuneration
Disability, Pasifika, Seniors	Reference Group (PN City Council)	\$200/year
Creative Communities	Funding (PN City Council)	\$85 per decision meeting (2 annually)
Central Energy Trust Board	Funding Body	\$79,000 total split between 5 members (2022)
Palmerston North Performing Arts Trust, Jaycee Trust Travelling Fellowship	Funding (PN City Council)	No stipend
Environment Network Manawātū Board	Sector Lead Board Voluntary (Palmerston North)	No additional remuneration
Palmerston North Community Leisure Centre Board	Incorporated Society/ Charitable Trust (Manages Community Centre on behalf of PN City Council)	\$200-300 a year
State Schools	School Board of Trustees	\$75 per meeting for a Chair \$55 per meeting for a Board member

#### **Factor 7 – Any changes in the nature of the CCO's business**

- 3.16 Officers did not identify any change to the level of CCOs responsibilities. Survey results indicated that for most trustees the introduction of the Trusts Act 2019 had not changed the type of work required. Only 2 Trustees felt more work was now required of them.

#### **Factor 8 – Council's affordability**

- 3.17 Officers note any increase in Board remuneration multiplies by the number of Trustees to whom it is applied. Both Te Manawa and the Regent have 9 Trustees each, the Globe has 6.
- 3.18 If Council was mindful to increase remuneration, it could come from a Board's operating grant rather than at an additional cost to Council. However, this would increase pressure on operational resources used to deliver the services.

## **Factor 9 – Any other relevant factors**

### Additional remuneration for Deputy Chair

- 3.19 The Chairs' letter asked for the Deputy Chair's role to be remunerated at a higher rate than Board members.
- 3.20 None of Council's CCO Boards currently pay their Deputy Chair more than a Board Member. Survey results from Trustees did not give any clear indication that the Deputy Chair should be paid extra. Most respondents did not have an opinion.

### Additional remuneration for Regent and Globe Chairs

- 3.21 The Chairs' letter asked for the Chair's role to be remunerated at a higher rate than Board Members.
- 3.22 Te Manawa already differentiates a Chair's rate.
- 3.23 The Chairs for the Regent and Globe do spend more time than other Trustees outside of formal meeting time. Officers suggest their fee could be increased to \$100 a meeting.

### Meeting fees vs. annual rate

- 3.24 There was no clear preference from Trustees for remuneration to be paid as a meeting fee or annual rate.
- 3.25 The Board members of CEDA and PNAL get paid an annual rate. This makes administration easier.
- 3.26 One respondent noted that meeting fees penalise Trustees that do a lot of work in between formal meetings, especially if they then miss the formal meeting.
- 3.27 A meeting fee structure does give Elected Members assurance of Board member attendance, however cannot guarantee participation/contribution. As Chairs are expected to contribute outside of formal meetings, Officers preference would be an annual rate to recognise this.

## **4. CONCLUSION**

- 4.1 Chairs of the Boards may perceive that because their remuneration has not been reviewed in many years, that remuneration has fallen behind the market. As evidenced from this work, this is not the case.
- 4.2 Council has recently agreed to an annual adjustment for inflation and to review Board remuneration triennially. This should go some way to relieve concerns, without any significant adjustment to actual remuneration becoming necessary.
- 4.3 Recommendations are thus limited to:

- a small increase for the Chairs of the Regent and Globe Trust Boards
- combining the fees paid to Te Manawa members
- introducing an annual rather than meeting fee

## 5. NEXT STEPS

5.1 Officers will notify CCOs Boards of Council's decision.

## 6. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	No
Are the decisions significant?	No
If they are significant do, they affect land or a body of water?	N/A
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	Yes
Any change to cultural Council Controlled Organisation remuneration requires a change to the Appointment of Directors Policy.	
The recommendations contribute to Goal 5: A Driven & Enabling Council	
The recommendations contribute to the achievement of action/actions in Governance and Active Citizenship	
The action is: Ongoing review of governance systems and structures to support Council's effectiveness and reputation	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being	According to the Local Government Act 2002, s58 (1), "The role of a director of a council-controlled organisation is to assist the organisation to meet its objectives and any other requirements in its statement of intent." CCOs further Council's strategic objectives on its behalf. Appropriate remuneration can contribute to the effectiveness of Boards and thus to the meeting of those objectives.

## ATTACHMENTS

1. Letter from CCO Boards [↓](#) 
2. Auckland City Council's weighted methodology with Officers' workings [↓](#) 





Mayor Grant Smith  
Palmerston North City Council  
32 The Square  
Palmerston North

28 November 2022

Dear Grant,

**RE: Trustee and Chair Remuneration for Council Controlled Organisations**

It seems timely to write to you about Chair and Trustee remuneration, given that PNCC is currently budgeting for 2023.

Based on our records, remuneration for Te Manawa was last reviewed in the year 2000 and for the Globe and the Regent in 2018. It seems appropriate that the rates are reviewed by Council at this time. In doing so we would like to draw your attention to the following:

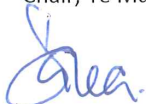
1. The high calibre of Trustees that the CCOs attract. It is prudent to recognise the skills provided in relation to the remuneration.
2. The recent Trusts Act changes that place greater obligations on all Charitable Trusts. While we feel positive about these changes it imposes more duties on Trustees and an expectation of increased professionalism.
3. The Strategic Pay reports created for the Not-for-Profit sector, which include a report on Directors' fees or equivalent. These are available for purchase from [www.strategicpay.co.nz](http://www.strategicpay.co.nz). It would be worth PNCC benchmarking rates/future rates against the sector.
4. Although not a role formally constituted in the Trust Deeds, two of the CCOs (Te Manawa, the Regent), have Deputy Directors to allow for succession-planning, continuity in case of absence and broader representation. It would be good to acknowledge this by having a higher rate payable to the Deputies than other Trustees, as the Deputies contribute more hours than other Trustees.

While there is an aspect of public service that attracts trustees to the CCOs, we would like to ensure that the remuneration is robust from a sector perspective, reflects current costs and positions us well as organisations that value their Trustees and Chairs.

We look forward to hearing from you.  
Yours sincerely,



Caroline Tate  
Chair, Te Manawa Museums Trust



David Lea  
Chair, The Regent Theatre Trust



John Adams  
Chair, The Globe Theatre

## Methodology for review of Tauranga City Council's council-controlled organisation director remuneration

### Purpose

To ensure that all of Council's **council-controlled organisations** operate in a manner that maximises their contribution to ratepayers' benefit by attracting appropriately qualified and motivated directors and trustees. Remuneration has a direct impact on ensuring the right pool of applicants, with relevant experience, are attracted to these roles.

The Council is empowered by legislation and policy to appoint directors to **council-controlled organisation** boards and set directors' fees to reflect the size, complexity and operating environment of each entity.

### Methodology

This model was developed by Auckland Council. This methodology was principally based on a report prepared by Martin, Jenkins and Associates. This was the same methodology used in 2015/16, 2017 and 2020 for the previous reviews of the **council-controlled organisations'** director remuneration.

While Auckland's **council-controlled organisation** are much larger in scale than Tauranga's, the scales have been left the same to ensure that the final scores and relative remuneration are consistent.

This methodology considers the relative scale of each **council-controlled organisation** through a variety of dimensions in the following key areas:

- Size and scale
- Complexity and scope
- Accountability
- Skills Required

### Size and scale

These are quantitative dimensions which demonstrate the relative magnitude of each **council-controlled organisation**, including revenue, opex, capex, asset base, equity, liabilities and employee numbers.

These dimensions are useful for understanding the scale of an organisation but are not sufficient on their own to assess the nature of governance roles and responsibilities.

#### Officers' workings

Budget/turnover	Score	TM*	R	G
\$0-10m	1	1	1	1
\$10m-50m	2			
\$50m-100m	3			
\$100m-300m	4			
\$300m-600m	5			
\$600m-1.2b	6			
\$1.2b+	7			

Assets owned	Score	TM	R	G
\$0-100m	1	1	1	1
\$100m-500m	2			
\$500m-1b	3			
\$1b-3b	4			
\$3b-6b	5			
\$6b-12b	6			
\$12b+	7			

\* TM = Te Manawa, R = Regent Theatre, G = Globe Theatre

FTEs	Score	TM	R	G
0-50	1	1	1	1
51-99	2			
100-299	3			
300-499	4			
500+	5			

### Complexity and scope

These dimensions assess the nature of the work performed by each entity. This includes dimensions such as relationship management responsibilities, the complexity of issues considered, whether or not there are past decisions for guidance and ownership versus management responsibilities.

Complexity of issues	Score	TM	R	G
Very complex issues with no past decisions for guidance. Each situation significantly to others and solution required is often unique.	5	2	1	1
Some issues will be very complex with few previous decisions for guidance.	4			
Complex issues requiring analysis and consideration of potential alternative solutions. While each case will be treated on its merits there will often be previous decisions for guidance.	3			
Some issues will be complex requiring analysis and careful judgement but other issues will be straightforward and may be resolved quickly through consistent application of established decisions.	2			
Situations require consideration and judgement, but usually under established guidelines.	1			

Function, level and scope of authority	Score	TM	R	G
Innovative – the development of new concepts is required to find innovative and path-finding solutions. There will be little or no external guidance (New Zealand or internationally) to aid resolution of these issues.	5	2	1	1
Constructive – the development of new approaches or advice is required where the issues are complex, multi-dimensional and involve substantial research, consideration of possible alternatives and their consequences. The body may commission research or utilise the findings to inform their policy development or advice.	4			
Evaluative – issues will include circumstances, facts and concepts different to those that have been experienced in the past. Analytical thinking and evaluative judgement will be required to identify realistic alternatives and apply/recommend a solution.	3			
Judgement – solutions will be found from application of professional or personal judgement and generally guided by previous decisions. Circumstances may be different from those previously experienced but there will be a sufficient frame of reference to make a considered decision.	2			
Operational – issues to be resolved are generally within existing policy and prior decisions. Decisions can generally be made quickly and with reasonable certainty.	1			

**Accountability**

This considers the scale of market risk, exposure and public interest in each entity. This includes the impact of decisions made by each Board, the public profile of the **council- controlled organisation's** activities, potential risk to reputation of individual Directors, and key risks faced by the entity.

Impact of decisions	Score	TM	R	G
An immediate impact on groups of people or sectors of society.	5	2	1	1
An immediate, critical impact on individual or small number of people.	4			
Decisions have an immediate, but not critical effect on a small number of individuals or a single corporate entity.	3			
Decisions have a longer-term impact on groups of people or sectors of society.	2			
Decisions affect internal policies within an organisation.	1			

Public profile	Score	TM	R	G
High profile, broad public interest and scrutiny likely. Potential impact on New Zealand's international population.	5	2	1	1
Moderate profile; strong interest likely from large sectors of the public. Decisions may have a major effect on the Council.	4			
Medium profile; public interest likely to be localised to area, sector or discipline.	3			
Limited profile – usually non-controversial determinations but of interest to small pressure groups.	2			
Low profile – generally non-controversial findings or recommendations.	1			

Risk to personal reputation	Score	TM	R	G
Widespread public interest in outcomes would be expected. Member/s will attract strong interest from media and/or peers. Potential risk to personal and/or the body's reputation is high.	5	2	1	1
Strong public, peer and stakeholder interest and importance would be associated with these issues. Media interest would also be expected, but potential risk to personal or the body's reputation is unlikely.	4			
Moderate but widespread public and peer interest is likely. Reputational risk is minimal.	3			
Public interest is likely to be limited, but the issues would be of interest to other members of the particular profession or sector.	2			
There is likely to be little or no wider public or peer interest in decisions made by the entity.	1			

**Skills Required**

In addition to these dimensions, the skills collectively required within each Board were considered. This includes the type of expertise and specialisation needed.

Expertise required	Score	TM	R	G
Outstanding and authoritative knowledge, recognised nationally and internationally for expertise in a particular field.	12	4	4	4
Deep and broad knowledge in a specific area or as a leader. Widely respected as a subject matter expert or authority in their field.	10			
Substantial range of knowledge and experience in a field or professional discipline sometimes associated with senior level functional or technical leadership, executive management or governance roles.	8			
A number of years' experience in a technical, professional field or in a leadership role is a prerequisite.	6			
No specific experience is required but members would have broad general knowledge and may represent a body of opinion.	4			

Consideration of these collective dimensions provided us with a comprehensive understanding of each **council-controlled organisation** and enabled an assessment of the internal relativities between each of the **council-controlled organisations**.

#### Converting the score to a band

*Extrapolated based on previous scores and band levels*

	Band 1	Band 2	Band 3	Band 4	Band 5
Budget	7	6	5	4	3
Assets	7	6	5	4	3
FTEs	5	4	3	2	2
Complexity	5	4	3	2	1
Scope	5	4	3	2	1
Impact	5	4	3	2	1
Profile	5	4	3	2	1
Reputation risk	5	4	3	2	1
Expertise	12	10	8	6	5
<b>Total (upper limit of band)</b>	<b>56</b>	<b>46</b>	<b>36</b>	<b>24</b>	<b>17</b>

#### Fees

##### *Recommended fee bands*

Band Level	Commercial Basis	Non-Commercial Basis	Score	Total Score		
				TM	R	G
1	\$51,000 to \$58,000	\$25,500 to \$29,000	47-56	17	12	12
2	\$38,000 to \$45,000	\$19,000 to \$22,500	37-46			
3	\$33,000 to \$40,000	\$16,500 to \$20,000	25-36			
4	\$15,000 to \$25,000	\$7,500 to \$12,500	18-24			
5	\$5,000 to \$15,000	\$2,500 to \$7,500	12-17			

Analysis shows that the directors fees for non-profit organisations is about half that for commercial organisations. The typical multiplier for remuneration is the Chairperson earns double that of a board member, with a Deputy Chair being paid about 1.25 times the standard board member.

## MEMORANDUM

**TO:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** The Globe Theatre Trust - Final Statement of Intent 2024-2027

**PRESENTED BY:** Sarah Claridge, Democracy & Governance Advisor

**APPROVED BY:** Danelle Whakatihi, Chief People & Performance Officer

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### RECOMMENDATION TO CULTURE & SPORT COMMITTEE

1. That the Committee agree the final Statement of Intent 2024-2027 (Attachment 1) submitted by the Globe Theatre Trust Board.
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#### 1. ISSUE

- 1.1 The Statement of Intent (SOI) sets out the objectives and activities of the Globe Theatre Trust (the Globe) for the next three years. It serves as a basis for accountability to the Council, as the shareholder, and provides an opportunity for the Council to influence the Globe's direction. The requirements for the SOI are set out in Schedule 8 of the Local Government Act 2002 (LGA).
- 1.2 The purpose of this report is for the Committee to fulfil the requirement under s65(2) of the LGA to agree 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.
- 1.3 The LGA requires a Council Controlled Organisation (CCO) Board to deliver the final SOI to the shareholder by 30 June. The Globe Theatre Trust has met that requirement.
- 1.4 Under the LGA, Council has the power to modify an SOI to ensure it adequately reflects strategic priorities if it considers that is necessary.

#### 2. BACKGROUND

- 2.1 The Globe is a CCO, which was set up to independently manage the Globe Theatre. A CCO is an organisation in which Council has the right to appoint at least fifty percent of the Trustees and must work towards Council's objectives on its behalf.

- 2.2 The Culture & Sport Committee received the Globe's draft SOI at its meeting on 27 March 2024 and made recommendations for the Globe Theatre Trust Board to consider when developing its final SOI (see Table 1).
- 2.3 The Globe Theatre Trust Board has considered the Committee's comments on the draft SOI and made changes in response, as summarised in Table 1.
- 2.4 Overall Officers are content with the strategic direction, and the ambitious and varied list of actions the Globe has outlined in their SOI 2024-27.

**Table 1: Comparison of Council comments with the Globe's final SOI 2024-27**

Committee's requests for changes to draft SOI 2024-2027	Is it dealt with in the SOI?
<p><b>PERFORMANCE MEASURE</b></p> <p>The Committee would like to see a specific target set for the performance measure "Support for Rangitānenuiarawa, whānau, hapu &amp; iwi to create and deliver arts experiences" so that progress can be shown.</p> <p><b>Recommendation</b></p> <ol style="list-style-type: none"> <li>1. Include a meaningful target to show how support for the delivery of Māori arts will be progressed.</li> </ol>	<p><b>Partial</b></p> <p>The Globe has added two new targets:</p> <ul style="list-style-type: none"> <li>• Support for Rangitānenuiarawa, whānau hapu &amp; iwi to create and deliver art experiences, and</li> <li>• Support and encourage Rangitāne to incorporate art at the theatre.</li> </ul> <p>Targets include encouraging at least one Māori art experience and one opportunity to incorporate Rangitāne art at the theatre each year.</p> <p>Meeting with and discussing opportunities for how Māori artists could use the Globe is vital to ensuring that the theatre is known as a welcoming space for everyone in the community.</p>
<p><b>PERFORMANCE MEASURE</b></p> <p><b>Recommendation</b></p> <ol style="list-style-type: none"> <li>2. Consider revising performance targets to be more ambitious (see section 5.3 and 5.4 of the <a href="#">Officer's report</a> from the Committee meeting 27 March 2024).</li> </ol>	<p><b>Yes</b> - The Globe has revised its performance measures for Strategic Priority 1 (page 11) to be more ambitious.</p>


### 3. NEXT STEPS

- 3.1 The Globe's Annual Report 2023-24 is due to Council Officers on 30 September 2024 and will be presented to the Culture & Sport Committee in November 2024.

#### 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 and Heritage Plan	
The action is: to support CCOs to achieve the objectives of the Arts and Heritage Plan	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Agreeing the final Statement of Intent is a mechanism for the Committee to provide strategic guidance and direction to the CCO and meets Council's responsibility to monitor the CCO under the LGA.

#### ATTACHMENTS

1. Globe Theatre Trust Board\_ Statement of Intent 2024-27 [↓](#) 





address: PO Box 132, 132 Main Street  
Palmerston North  
website: [www.globetheatre.co.nz](http://www.globetheatre.co.nz)  
email: [info@theglobe.co.nz](mailto:info@theglobe.co.nz)  
phone: 06 351 4409

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## Globe Theatre Trust Statement of Intent For the three years to 30 June 2027

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*Version:* V12

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*Date:* 27/04/2024

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*Prepared by:* Globe Theatre Trust Board

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## Trust Details as at 30 June 2024

Nature of Business	Theatre
Establishment Date	15 April 2002
Trustees	J Adams (Chairperson) R Harris C Wilson N Cross R Sheppard M Lobb A Compton (Observer)
Treasurer	N Cross
Secretary	C Wilson
Theatre Manager	G Keating
Address	312 Main Street PO Box 132 Palmerston North
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
Accountants	AboutTime Accounting Services Ltd
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 2024 to June 2027.

As a Council Controlled Organisation, the Globe Theatre strives to contribute to the Palmerston North City Council's Arts and Heritage Plan 2021-2031. This plan, aligned with the council's vision for Palmerston North as "Small City Benefits, Big City Ambition", focuses the theatre's strategic direction and our Statement of Intent dovetails nicely into council's plans for the city. Primarily Goal 2: A Creative and Exciting City and in some parts Goal 3: A Connected and Safe Community.

Our Statement of Intent is guided by our Statement of Expectation 1 July 2024 – 30 June 2025 and the Arts and Heritage Plan 2021-2031.

As with previous Statement of Intents, the theatre looks for 4-6 high-quality performance measures which can be easily identified and collated and enables the theatre and council to gain a quick snapshot of the theatre.

	Theatre Usage	Theatre Performances	Audience	Participants/Performers	Hours of Use
<b>As of December, 2023</b>	<b>327</b>	<b>171</b>	<b>15,521</b>	<b>2,546</b>	<b>1,900</b>
<b>2022/23</b>	<b>581</b>	<b>296</b>	<b>23,235</b>	<b>4,072</b>	<b>3,252</b>
<b>2021/22</b>	<b>478</b>	<b>207</b>	<b>14,657</b>	<b>1,837</b>	<b>1,966</b>
<b>2020/21</b>	<b>535</b>	<b>285</b>	<b>23,225</b>	<b>3,351</b>	<b>2,207</b>
<b>2019/20</b>	<b>533</b>	<b>221</b>	<b>15,393</b>	<b>2,801</b>	<b>1,988</b>
<b>2018/19</b>	<b>680</b>	<b>253</b>	<b>21,409</b>	<b>1,843</b>	<b>2,544</b>

As can be seen in the table above, the theatre is currently performing at a very high level. Under the 5 metrics that we have identified, Theatre Usage, Theatre Performances, Audience, Participants/Performers and Hours of Use, these figures show that the theatre is positively contributing to "A Creative and Exciting City".

Two exciting figures are "Performers/Participants" and "Hours of Use". It is easy to think a theatre is only successful if they are attracting large audience numbers. That may be somewhat true, but the Globe Theatre likes to come at this from two sides. Yes, having large audience numbers helps keep the theatre operating but as a Community Theatre, it is just as important to us to create a pathway for people to be performers, crew members, technicians, helpers, and the multitude of other roles that take place behind the scenes of every production. In the past year, over 4,000 people played a part in a production and to us, that is a magical number.

In 2022/2023, we recorded 3,252 "Hours of Use". This equates to approx. 9 hours of use of the theatre every day. This aligns very nicely with our Strategic Statement "To be the centre for the performing arts community in Palmerston North".

For the year ended June 30<sup>th</sup>, 2023, the theatre had 87% of usage and 74% of performances from community groups (including the Globe Theatre MOU groups). This aligns very nicely with our Strategic Priority 2: Support the local performing arts community to showcase their diverse talents at the Globe.

The list of hirers using the theatre shows the ever-expanding diversity at the Globe Theatre. The PNCC Support and Funding Policy 2022 Part B, Section 7.7 identifies Māori, Pasifika, minority ethnic groups, former refugees, people with disabilities, child and young people, older people, and rainbow communities. The theatre board and management are comfortable that they are affording regular access to our facilities for these groups as both hirers and patrons.

The board is happy with the range and diversity of events at the theatre. The Globe Theatre is known throughout New Zealand as a very welcoming theatre. This is evident from the responses to the Hirer Surveys we send out each year and from conversations with hirers while they are at the theatre.

The theatre continues to promote accessibility to the community. The Palmy Companion Card is an example of how barriers to accessibility can be removed. Since September 2022, 41 usages of the Companion Card have been recorded at the theatre. These 41 usages came from 16 individuals. It is pleasing to note that one such user of the scheme has attended 20 performances over that time. The theatre was also part of the Barrier Free Access audit carried out in June 2023 of which a report was generated for council. This audit highlighted areas that the theatre can improve to become "Barrier Free" for all and we await further information from council as to how we proceed.

In 2023, the theatre commissioned an Economic Impact Report on the New Zealand Blues, Roots & Groove Festival held each year in September. Local firm Event Insights produced the report on the theatre's behalf. In June 2024, another Economic Impact Report will be commissioned for the Manawatu International Jazz Festival in conjunction with the Palmerston North City Council.

The Board welcomed two new members during the past year. Marama Lobb & Amanda Compton.

The theatre is dedicated to the Treaty of Waitangi principles – partnership, participation, and protection. In Palmerston North, we aim to boost Māori and Pasifika representation in theatre, nurture new talents, and celebrate existing achievements. Our goal is to connect with practitioners in the region, becoming a central hub for creative collaboration.

Theatre management has connected with Rangitāne, extending a warm welcome to the Rangitāne Māori Cultural Arts Society. During their visit, the group explored the theatre, and our team detailed its operations and offerings for Rangitāne and the broader Māori community in the region. As a result of this, Rongomau Productions tentatively scheduled rehearsals and performances for February 2024. Unfortunately, due to the sudden passing of one of their members, the production has been postponed. The theatre management remains hopeful for a rescheduled production in the not-too-distant future.

Sustainability is something that is constantly on the minds of the theatre board and management. Environmentally wise, the theatre has approached this vast issue as follows:

1. All stage lighting converted to LED
2. 95% of all theatre house lighting converted to LED
3. Reducing the amount of printing that takes place at the theatre
4. Weekly recycling of glass and cardboard through the regular PNCC recycling or taking the recycling to the recycling centre
5. Signage encouraging patrons to leave anything recyclable at the counter rather than put into bins

From a finance point of view, the theatre board and management work closely with their accountant and receive monthly reports on the sustainability of the theatre from a financial point of view.

In the Strategic priorities and performance monitoring for 2024/25, 2025/26, 2026/27 below, these figures are amended yearly to allow for fluctuations and trends experienced over the previous years.

As a Community Theatre, the board and management continue to focus on 'core business'.

1. Memorandum Of Understanding Groups – 12 local organisations/performing groups view the Globe Theatre as their home.
2. Community Groups – Other local and national community groups use the theatre on a regular basis or when they require a Palmerston North/Manawatu venue.
3. Professional Groups – Management continues to maintain and enhance the theatre's current network of professional groups. Our state of the art theatre gives professional groups confidence that their shows and events will be well catered for.

### ***Strategic Statement – To be the centre for the performing arts community in Palmerston North***

The Globe Theatre's Strategic Statement contributes to the Palmerston North City Council's Arts Plan and the council's vision of "Small City Benefits, Big City Ambition".

The theatre currently has Memorandum Of Understanding (MOU) agreements with 12 local community groups that use the theatre on a regular basis. These MOU agreements contribute to the Arts and Heritage Plan Priorities 1, 3, 4 & 5. As these relationships continue to flourish, the Globe Theatre will continue to support the increase in arts participation and attendance rates of Palmerston North city residents. As our usages and performances continue to grow, this will support the council's desire to increase patronage of council-owned cultural facilities. This increase will enable residents to see the value in our cultural facilities.

The theatre also plays host to many national and international performers and through the dedicated work of the past 9 years, is now recognised as a "welcoming theatre to perform in" for many performing and promotional businesses and organisations. The ability to provide a first rate, first class, performing facility fits nicely with the council's goal of a Creative and Exciting City.

This ethos was further strengthened in November 2023 when Theatre Manager, Gerry Keating, was awarded the Entertainment Venues Association of New Zealand (EVANZ) Team Leader of the Year Award. A wonderful achievement not just for Gerry and the Globe Theatre but for the Manawatu arts community as a whole.

Globe Theatre Trust Board  
May 2024

## 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 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 six Trustees (four appointed by Palmerston North City Council and up to two 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 Trusts Act 2019, 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.
- (iv) reflecting the diversity of Palmerston North.

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.

## STRATEGIC STATEMENT

“To be the centre for the performing arts community in Palmerston North.”

## VALUES

Integrity

Excellence

Respect

Teamwork

Collaboration

## Contribution to Small City Benefits, Big City Ambition

Palmerston North is the heart of the Manawātū region within central New Zealand - a small city with a lot to offer, and ambitious about where it is 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 five priorities for Goal 2: A creative and exciting city. The Globe Theatre Trust contributes primarily to Priority 3: Be a creative city that nurtures and celebrates the arts, and to a lesser but still significant extent, Priority 4: Develop a national 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.

## 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 in developing Palmerston North as a creative and exciting city 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 a creative and exciting city.

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.

## 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. May or may not be performance based

**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

#### 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

#### USAGE DEFINITIONS:

**Theatre** – a dramatic 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

**Dance** – a 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

**Music** – 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

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

**Conference** – a workshop, presentation, etc. to an audience, may be private or open to the public, may be ticketed or not

**Other** – none of the above. May include weddings, birthdays, meetings, etc.

#### 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 ten participants is only counted as ten 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 2024/25, 2025/26, 2026/27

Strategic Priority 1: Ensure that there are more, and more visible, arts and activities at the Globe that contribute to the Council's aspirations for Palmerston North to be a creative and exciting city.

Performance Measures	Actual		Target		
	2022/23	at 31 December 2023	2024/25	2025/26	2026/27
Number of usages	581	329	592	603	615
Number of performances	296	173	302	308	314
Hours of Use by Hirers	3,252	1,900	3,317	3,383	3,451
No. of participants	4,072	2,546	4,153	4,236	4,321
No. of audience members	23,235	15,521	23,700	24,174	24,658
Number of national/international visiting productions performing at the theatre	38	19	39	40	41
Number of collaborated performances (box office splits)	31	10	32	33	34

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 Measures	Actual		Target		
	2022/23	at 31 December 2023	2024/25	2025/26	2026/27
% of total theatre usage attributed to MOU group	49%	53%	50%	51%	52%
% of total theatre usage attributed to Community group	35%	35%	36%	37%	38%
Support for Rangitānenuiarawa, whānau, hapu & iwi to create and deliver arts experiences		Met with Rongomau Productions with a view to hosting a production at the theatre	Discuss and develop one arts experience with Rangitāne representatives	Discuss and develop one arts experience with Rangitāne representatives	Discuss and develop one arts experience with Rangitāne representatives

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		
	2022/23	2023/24	2024/25	2025/26	2026/27
Carry out capital development programme	Investigate digital signage options	Upgrade pulley system in Globe 1	Upgrade Foyer	Upgrade Rehearsal Room	Upgrade seating in Globe 2
Contribution to environmental sustainability	All Globe stage lighting to be LED	All theatre lighting to be LED	Investigate Environmental Sustainability report	Investigate solar panels on theatre roof	Investigate more efficient heating and cooling of theatre spaces
Support and encourage Rangitāne to incorporate art at the theatre		Discuss theatre foyer upgrade with Rangitāne	Discuss with Rangitāne an opportunity to incorporate art at the theatre	Discuss with Rangitāne an opportunity to incorporate art at the theatre	Discuss with Rangitāne an opportunity to incorporate art at the theatre

## 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 a creative and exciting city 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 to deliver value for money to the shareholders and the ratepayer. 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 Tāngata 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 s66 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 26<sup>th</sup> February 2024

Signed:

John Adams, Chairperson, Globe Theatre Trust Board

## Forecast financial statements

### STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDED 30 JUNE 2025, 2026 & 2027

	Actual 2023	Forecast 2024	Indicative 2025	Indicative 2026	Indicative 2027
<b>Revenue</b>					
Donations, fundraising and other similar income	102,888	4,236	100,300	500	500
Council funding	121,125	174,981	178,481	182,051	185,692
Investment income	5,142	10,222	4,800	5,040	5,292
Sales of Goods and Services	202,916	272,053	253,320	265,986	279,285
<b>Total Revenue</b>	<b>431,070</b>	<b>461,492</b>	<b>536,901</b>	<b>453,577</b>	<b>470,769</b>
<b>Expenditure</b>					
Costs related to providing goods and services	60,336	66,295	60,600	63,630	66,812
Administration and Overhead Costs	36,554	52,034	61,200	64,260	67,473
Employee, Trustee and Contractor Costs	155,236	181,083	188,940	198,387	208,306
Other Expenses	46,757	62,583	161,600	64,680	67,914
Depreciation	65,480	70,728	60,000	60,000	60,000
<b>Total Expenditure</b>	<b>364,362</b>	<b>432,723</b>	<b>532,340</b>	<b>450,957</b>	<b>470,505</b>
<b>Net surplus/(Deficit)</b>	<b>66,708</b>	<b>28,769</b>	<b>4,561</b>	<b>2,620</b>	<b>264</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 are reflected in the Net surplus in those years and consequently (through increased depreciation) as a net deficit in the 2023, 2024 and 2025 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 2025, 2026 & 2027

	Actual 2023	Forecast 2024	Indicative 2025	Indicative 2026	Indicative 2027
<b>Assets</b>					
<b>Bank</b>					
Cash and Cash Equivalents	242,483	275,986	328,769	386,245	446,639
<b>Total Bank</b>	<b>242,483</b>	<b>275,986</b>	<b>328,769</b>	<b>386,245</b>	<b>446,639</b>
<b>Current Assets</b>					
Accounts Receivable	2,366	2,500	2,500	2,500	2,500
Stock On Hand	3,313	3,313	3,313	3,313	3,313
Accrued Revenue	0	0	0	0	0
GST Receivable	271	0	0	0	0
Prepayments	2,935	0	0	0	0
Sundry debtor accruals	0	0	0	0	0
<b>Total Current Assets</b>	<b>251,367</b>	<b>281,799</b>	<b>334,582</b>	<b>392,058</b>	<b>452,452</b>

<b>Fixed Assets</b>					
<b>Property, Plant and Equipment</b>					
Value of equipment purchased	837,380	837,380	867,380	877,380	877,380
Less accumulated depreciation	-522,072	-592,800	-652,800	-712,800	-772,800
New Capital purchase	0	30,000	10,000	0	0
<b>Total Property Plant and Equipment</b>	<b>315,308</b>	<b>274,580</b>	<b>224,580</b>	<b>164,580</b>	<b>104,580</b>
<b>Total Fixed Assets</b>	<b>315,308</b>	<b>274,580</b>	<b>224,580</b>	<b>164,580</b>	<b>104,580</b>
<b>Total Assets</b>	<b>566,676</b>	<b>556,379</b>	<b>559,162</b>	<b>556,638</b>	<b>557,033</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accounts payable	11,474	7,360	7,360	7,360	7,360
Income in advance	43,672	20,000	20,000	15,000	15,000
Grants in advance	0	0	0	0	0
Accrued Expenses	19,000	9,500	9,500	9,500	9,500
PAYE Payable	5,759	6,000	6,000	6,000	6,000
Unpaid Expense Claim	0	0	0	0	0
GST	0	0	0	0	0
<b>Total Creditors &amp; Other Payables</b>	<b>79,907</b>	<b>42,860</b>	<b>42,860</b>	<b>37,860</b>	<b>37,860</b>
<b>Employee Costs Payable</b>					
Holiday pay liability	9,748	9,748	9,748	9,748	9,748
Wages accrual	2,228	2,350	2,470	2,590	2,720
<b>Total Employee Costs Payable</b>	<b>11,976</b>	<b>12,098</b>	<b>12,218</b>	<b>12,338</b>	<b>12,468</b>
<b>Unused Grants/Donations with conditions</b>					
COVID-19 Wage Subsidy Extension	0	0	0	0	0
Grants/Donations	943	350	0	0	0
<b>Total Unused Grants/Donations with conditions</b>	<b>943</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Current Liabilities</b>	<b>92,825</b>	<b>55,308</b>	<b>55,078</b>	<b>50,198</b>	<b>50,328</b>
<b>Non-Current Liabilities</b>					
Non-Current Liabilities	3,360	1,812	264	0	0
<b>Total Non-Current Liabilities</b>	<b>3,360</b>	<b>1,812</b>	<b>264</b>	<b>0</b>	<b>0</b>
<b>Total Liabilities</b>	<b>96,186</b>	<b>57,120</b>	<b>55,342</b>	<b>50,198</b>	<b>50,328</b>
<b>Net Assets</b>	<b>470,490</b>	<b>499,259</b>	<b>503,820</b>	<b>506,440</b>	<b>506,705</b>

## STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEARS ENDED 30 JUNE 2025, 2026 &amp; 2027

	Actual 2023	Forecast 2024	Indicative 2025	Indicative 2026	Indicative 2027
Opening balance as at 1 July	403,782	470,490	499,259	507,331	509,892
Surplus/(Deficit)	66,708	28,769	8,072	2,561	-3,436
<b>Balance at 30 June</b>	<b>470,490</b>	<b>499,259</b>	<b>503,820</b>	<b>506,440</b>	<b>506,705</b>

## STATEMENT OF CASHFLOW FOR THE YEARS ENDED 30 JUNE 2025, 2026 &amp; 2027

	Actual 2023	Forecast 2024	Indicative 2025	Indicative 2026	Indicative 2027
<b>Cash Flows from Operating Activities</b>					
Donations and Fundraising	103,392	4,236	100,300	500	500
Receipts from Council grants	121,125	174,981	178,481	182,051	185,692
Receipts from sale of goods and services	208,901	247,653	252,970	260,986	279,285
Interest Received	5,142	10,222	4,800	5,040	5,292
Payments to Suppliers & staff	-290,168	-372,312	-472,220	-390,837	-410,375
Goods and Services Tax (net)	-1,122	271	0	0	0
<b>Net Cash Flows from Operating Activities</b>	<b>147,170</b>	<b>65,051</b>	<b>64,331</b>	<b>57,740</b>	<b>60,394</b>
<b>Cash Flows from Investing Activities</b>					
Purchase of Fixed Assets	-109,681	-30,000	-10,000	0	0
Repayment of Non-Current Liabilities	-1,551	-1,548	-1,548	-264	0
<b>Net Cash Flow from Investing Activities</b>	<b>-111,231</b>	<b>-31,548</b>	<b>-11,548</b>	<b>-264</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>35,939</b>	<b>33,503</b>	<b>52,783</b>	<b>57,476</b>	<b>60,394</b>
Cash and Cash Equivalents at the start of the Year	206,544	242,483	275,986	328,769	386,245
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>242,483</b>	<b>275,986</b>	<b>328,769</b>	<b>386,245</b>	<b>446,639</b>



## MEMORANDUM

**TO:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** Te Manawa Museums Trust - Final Statement of Intent 2024-2027

**PRESENTED BY:** Sarah Claridge, Democracy & Governance Advisor

**APPROVED BY:** Danelle Whakatihi, Chief People & Performance Officer

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### RECOMMENDATION TO CULTURE & SPORT COMMITTEE

1. That the Committee agree the final Statement of Intent 2024-2027 (Attachment 1) submitted by Te Manawa Museums Trust Board.
- 

#### 1. ISSUE

- 1.1 The Statement of Intent (SOI) sets out the objectives and activities of Te Manawa Museums Trust Board (Te Manawa) for the next three years. It serves as a basis for accountability to the Council, as the shareholder, and provides an opportunity for the Council to influence Te Manawa's direction. The requirements for the SOI are set out in Schedule 8 of the Local Government Act 2002 (LGA).
- 1.2 The purpose of this report is for the Committee to fulfil the requirement under s65(2) of the LGA to agree 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.
- 1.3 The LGA requires a Council Controlled Organisation (CCO) Board to deliver the final SOI to the shareholder by 30 June. The Globe Theatre Trust has met that requirement.
- 1.4 Under the LGA, Council has the power to modify an SOI to ensure it adequately reflects strategic priorities if it considers that is necessary.

#### 2. BACKGROUND

- 2.1 Te Manawa is a CCO, which was set up to independently manage the Te Manawa Museum. A CCO is an organisation in which Council has the right to appoint at least fifty percent of the Trustees and must work towards Council's objectives on its behalf.
- 2.2 The Culture & Sport Committee received Te Manawa's draft SOI at its meeting on 7 February 2024 and made recommendations for the Te Manawa Board to consider when developing its final SOI.

- 2.3 The Trust Board requested a gradual increase in its annual operating grant shown below.

2024/25	2025/26	2026/27
\$3,833,599	\$4,024,056	\$4,217,826

- 2.4 This request was included in the draft Long-Term Plan consultation document. In the deliberations meeting of 29-31 May, Council retained the additional grant funding in the Long-Term Plan 2024-34 as proposed. The SOI's financials includes the requested additional grant.

### 3. STATEMENT OF INTENT 2024-27

- 3.1 Te Manawa Museums Trust Board has considered the Council's comments on the draft SOI and has revised their SOI in response, as summarised in Table 1.
- 3.2 Overall Officers are pleased with the strategic direction, and the ambitious and varied list of actions Te Manawa has outlined in their SOI 2024-26.

**Table 1: Comparison of Council comments with Te Manawa's final SOI 2024-26**

Committee's requests for changes to draft SOI 2024-2027	Is it dealt with in the final SOI?
<p><b>PERFORMANCE MEASURES</b></p> <p><u>Environmental Sustainability</u></p> <p>The Committee challenges Te Manawa to be a bit more ambitious; as several actions rely on Council support to be achieved rather than seeking external resourcing.</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>1. Make Environmental Sustainability actions more ambitious.</li> <li>2. Consider seeking funding from external resources for actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Te Manawa has strengthened their environmental sustainability actions (p14), and have added the following: <ul style="list-style-type: none"> <li>• reduce carbon emissions from Te Manawa activities by 10% in 24/25 and by another 5% in following years.</li> <li>• Prioritise the re-use of materials and furniture in exhibition development.</li> <li>• In 26/27, The Science Centre will demonstrate best practice in sustainable exhibition delivery.</li> </ul> </li> <li>2. Te Manawa Board has added wording to work with external funders to progress the delivery of a new building. <ul style="list-style-type: none"> <li>• Work with PNCC <b>and external funders</b> towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.</li> </ul> </li> </ol>

#### 4. NEXT STEPS

- 4.1 Te Manawa's Annual Report 2023-24 will be presented to the Culture & Sport Committee in September 2024.

#### 5. 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 and Heritage Plan	
The action is: to support CCOs to achieve the objectives of the Arts and Heritage 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 the Committee to provide guidance and direction to the CCOs and meets Council's responsibility to monitor the CCOs under the LGA.

#### ATTACHMENTS

1. Te Manawa Museums Trust\_ Final Statement of Intent 2024-2027 [↓](#)





# 25

## Te Ara Hihiri

### Statement of Intent

2024/25 – 2026/27  
TE MANAWA MUSEUMS TRUST



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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 Trusts Act 2019.  It is a not-for-profit CCO.
<b>Website</b>	www.temanawa.co.nz		
<b>Phone</b>	(06) 355 5000		
<b>Email</b>	enquiries@temanawa.co.nz		
<b>Main Contact</b>	Susanna Shadbolt	<b>Charities Registration number</b>	CC38836
<b>Role in CCO</b>	Chief Executive	<b>Trustees</b>	Adrian van Dyk – Chair Geoffrey Jameson – Deputy Chair Peter Te Rangi Terry Hapi Alison Rudzki Caroline Thum Simon Barnett Sarah Rusholme Gillian Lawn
<b>Phone</b>	(06) 355 5000		
<b>Email</b>	susanna.shadbolt@temanawa.co.nz		

# Wāhinga korero

## Foreword

Te Manawa acknowledges the people of Rangitāne. We are thankful for the ongoing guidance of mana whenua and are grateful for the continued support of Palmerston North City Council, the people of Palmerston North City, Manawatū, and our founding partners.

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**“Whakatō ngā kakānō o te ao marama, kia puawai.”**  
**Plant the seeds of tomorrow through the stories that we share.**

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Te Manawa Museum serves our communities by providing access to exhibitions, programmes and events that showcase art, science, and heritage, and by protecting taonga tuku iho and objects in our care.

The past year has seen many changes and many successes as we see the influence of a change of leadership and management team. We are excited by the progress we have made and the continuation of this positive direction and know that we have built a strong foundation for moving forward. As we build our roadmap for 2030, we will plan and prioritise the upgrade work across the Museum and Art Gallery over the next six years. This will allow us to truly act with purpose.

Highlights of the year have been; the implementation of Mātauranga Rangitāne learning programmes; the internally developed exhibition *Paul Dibble: Continuum* and the Sandy Adsett and Rita Angus exhibitions in the Art Gallery; seeing *Te Rangi Whenua* revived with the installation of Te Wānanga o Aotearoa *He Ara Whāriki* exhibition; the Council funded exhibition *Six Extinctions* that was developed by Gondwana Studios which has attracted thousands of visitors; and a host of collection displays throughout the year in the *Manawatū Journeys* Gallery. It has been wonderful to see the variety of exhibitions across all of Te Manawa's strands.

Working with the New Zealand Rugby Museum we acquired the vast and nationally significant Peter Bush photography collection and secured a substantial funding grant through Lotteries, which enables us to start documenting this valuable archive.

The first year of offering free learning programmes to local schools has been highly successful with many teachers expressing gratitude as they struggle to source affordable quality off-site education opportunities for their whānau. We will continue to support schools in implementing the Aotearoa NZ Histories Curriculum.

This Statement of Intent covers our approach to increasing Te Ao Māori across the Museum; the new Science Centre development; a focus on visitation to the Museum and Gallery (moving away from Outreach), and prioritising revenue generation. In order to be efficient and fiscally prudent, a focus on visitation and revenue is a priority.

We would like to thank our key stakeholder, Palmerston North City Council for making what we do possible. Our gratitude must also be extended to our local iwi, arts, science and historical societies, Manawatū District Council, our corporate sponsors, and the public, for continuing to engage with us, and most importantly, for visiting!

## **Te whai take**

### **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 has taken stakeholder comments into consideration and includes performance measures and targets as the basis of organisational accountability.

## He Poari tiakitanga o Te Manawa

### About Te Manawa Museums Trust

#### Vision

*“Whakatō ngā kakānō o te ao marama, kia puawai.”*  
Plant the seeds of tomorrow through the stories that we share.

#### Purpose

The International Council of Museums (ICOM) defines a museum as “a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing.”

Guided by the ICOM definition, the main goal of Te Manawa Museums Trust is to provide the people of Manawātū and beyond with experiences in art, science and heritage and to forge everlasting connections – fulfilling its stakeholder obligations and exceeding the expectations of its visitors.

#### Kaupapa

Our kaupapa is to provide relevant and engaging experiences in art, science, and heritage to the people of Palmerston North and beyond. Through caring for and growing the collection and developing an inspiring calendar of exhibitions, events and learning programmes, Te Manawa ensures the connection of people and stories within its communities.

#### Values

- Manaakitanga  
We are kind, welcoming, generous and supportive
- Kaitiakitanga  
We protect and preserve the stories and treasures of the past, present and future
- Tiakitanga  
We foster self-reflection and identity so the past may shape the future

#### Service

Te Manawa will continue to provide a range of exhibitions, events and learning activities that contribute to Palmerston North City Council’s vision, goals and strategies – in particular, adding value to its goal of being a “creative and exciting city - He tāone whakaihihi, tapatapahi ana”.

These services include:

- Contributing towards the priorities and actions of the city's Arts and Heritage Plan;
- Engaging local communities in relevant and meaningful experiences in art, science, and heritage
- Caring for, developing, and improving access to collections
- Attracting visitation and external investment

## Ngā kaupapa kāwanatanga

### 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 Manawatū and New Zealand
- To recognise and act in accordance with the principles of te Tiriti o Waitangi (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 Manawatū 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 Manawatū and to be aware of the regional focus

## He mahi kāwanatanga o te Poari

### 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 at Te Manawa.

The Board, of up to nine 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 Trusts Act 2019, 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 Culture and Sport Committee of Palmerston North City Council
- enhancing Te Manawa's environmental sustainability
- encouraging and maintaining diversity in all elements of its organisation

The Chief Executive is responsible for the day-to-day operations of Te Manawa, engaging and oversight of staff and reporting to the Trustees 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 Culture and Sport Committee meetings to report and outline new initiatives.

## He mahi tautoko ki te kaupapa o te Kaunihera Contribution to the Council's Strategic Direction

Palmerston North City Council has identified five strategic goals:

- 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 the strategic goals of Palmerston North City Council, seeking to:

- Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages; and
- Be a creative city that nurtures and celebrates the arts
- Develop a national reputation as an exciting city with plenty to do at night and at weekends

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 through this Statement of Intent.

## Strategic objectives

The Te Manawa Museums Trust Board has developed the following broad strategic areas of focus to enable Te Manawa to be responsive to its communities.

### Objective 1: Innovative Experiences that Engage Visitors

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

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

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

### Objective 2: Enhanced Learning and Development

Te Manawa, through its links to education, research institutes and local technology industries, develops programmes aligned with the curriculum, Mātauranga Māori, and its exhibitions of local and national interest. Access to education programmes will be free of charge for local schools within the PNCC and MDC boundaries.

- Te Manawa learning activities will focus on engaging local communities in relevant and meaningful learning experiences
- Learning at Te Manawa will look for opportunities to contribute to the wider organisation's goals for financial sustainability
- The Museum will play a key role in supporting schools in implementing Science curriculum learning opportunities, along with The Arts curriculum and the new Aotearoa New Zealand Histories Curriculum.

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

Te Manawa will build its reputation as a creative and vibrant organisation providing quality science, art and heritage experiences for all.

Maintaining and enhancing its strategic relationships is key to Te Manawa's success. The organisation's relationship with Rangitāne, as mana whenua, will evolve in line with the iwi's aspirations. Te Manawa, is guided by the articles of Te Tiriti o Waitangi.

Te Manawa will build its environmental and financial sustainability, ensuring it is well-placed to respond proactively to change. It will work strategically to accelerate revenue generation and embed a business development mindset within the organisation.

Te Manawa supports the sustainability aspirations of its strategic partners, including:

- Rangitāne, as mana whenua, local kaitiaki and holders of Mātauranga Māori
- Palmerston North City Council's Eco City Strategy.
- Local businesses and organisations, along with museums and galleries nationwide

Performance Measures

	2024-25	2025-26	2026-27
Visitation Baseline <sup>1</sup> (Physical visits to the Te Manawa complex)	131,000	132,300	134,000
Online engagement <sup>2</sup>	97,200	104,900	113,300

<sup>1</sup> Visitation baseline is the approximate physical visitor count to the Te Manawa complex. It does not differentiate unique visitors, but rather the visits in person be they first-time or repeat. Yearly increase is determined by the medium 25-year projection of 1.0 percent average annual population growth for Palmerston North (PNCC long-term projections 2020).

<sup>2</sup> Online engagement includes e-visits through the Te Manawa website (visit impressions minus bounce) and audience interactions via social media (likes, comments, shares and video views). Annual increase is based upon a yearly estimated audience growth of 8 per cent (22/23 estimate as at Dec 2022). It does not consider user trends in digital media which are too changeable to rely on for a three-year forecast.

	2024-25	2025-26	2026-27
External Revenue Target	\$668,200	\$572,984	\$611,021
Visitor Satisfaction	95%	95%	95%

**Strategic Objective 1: Innovative experiences that engage visitors**

2024-25	2025-26	2026-27
Continue to grow partnership with mana whenua to support Rangitānenuiarawa.	Continue to grow partnership with mana whenua to support Rangitānenuiarawa.	Continue to grow partnership with mana whenua to support Rangitānenuiarawa.
Work with Rangitāne to weave Te Ao Māori into the Science Centre development.	Increase Te Ao Māori across all semi-permanent galleries.	Increase Te Ao Māori across all semi-permanent galleries.
Continue to engage with, and enable participation by the city's less-represented communities (NOA programme, MIAB, Tamariki exhibition space)	Continue to engage as per previous years	Explore collaborative exhibition opportunities with at least one less-represented community.
Engage with representatives for the sensory diverse as part of Science Centre development		
Support PNCC Cultural Events – Waitangi Day, Diwali, Chinese New Year		
Engage visitors with on-site activities and public programmes based around cultural celebrations such as Matariki and Local History Week/Heritage Month		
Implement the establishment of Te Manawa's ongoing Science Function through Stage 1 - the education space. Funding dependent.	Continue the establishment of Te Manawa's ongoing Science Function through the development of the Science Centre. Funding dependent.	Maintain and enhance Te Manawa's ongoing Science Function through completion of the Science Centre and the development of related programmes. Funding dependent.
Continue to develop partnership and collaboration opportunities.	Continue to develop ongoing partnership and collaboration opportunities.	Continue to develop partnership and collaboration opportunities.
Develop and implement at least two public programmes related to our collection.	Develop and implement at least two public programmes related to our collection.	Develop and implement at least two public programmes related to our collection.
Continue to promote and add	Continue to promote and add	Continue to promote and add

1000 items to Collections Online.	1000 items to Collections Online.	1000 items to Collections Online.
Develop and deliver balanced, exciting and frequently changing programme of local, national and international exhibitions	Develop and deliver balanced, exciting and frequently changing programme of local, national and international exhibitions	Develop and deliver balanced, exciting and frequently changing programme of local, national and international exhibitions

## Strategic Objective 2: Enhanced learning and development

2024-25	2025-26	2026-27
Implement at least one secondary school level learning programme based on consultation with local schools.	Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer.	Continue as per previous years.
Provide free education programmes to schools within the Palmerston North and Manawātū District Council boundaries.	Provide free education programmes to schools within the Palmerston North and Manawātū District Council boundaries.	Provide free education programmes to schools within the Palmerston North and Manawātū District Council boundaries.
Seek external revenue to assist in cost of education programmes.	Seek external revenue to assist in cost of education programmes.	Seek external revenue to assist in cost of education programmes.
4000 students will participate in ELC Learning programmes.	4000 students will participate in ELC Learning programmes.	4000 students will participate in ELC Learning programmes. This target may be revised pending future contract requirements.
Develop robust and engaging public programmes based around exhibitions and galleries.	Ongoing delivery of robust and engaging public programmes based around exhibitions and galleries.	Ongoing delivery of robust and engaging public programmes based around exhibitions and galleries.
Deliver at least 20 staffed public programmes.	Deliver at least 20 staffed public programmes.	Deliver at least 20 staffed public programmes.
Develop at least one collaborative opportunity with another non-school educational programme provider.	Develop at least one collaborative opportunity with another non-school educational programme provider.	Develop at least one collaborative opportunity with another non-school educational programme provider.

### Strategic Objective 3: A collaborative and future-focused organisation

2024-25	2025-26	2026-27
Demonstrate continued commitment to the principles Te Tiriti o Waitangi.	Demonstrate continued commitment to the principles Te Tiriti o Waitangi.	Demonstrate continued commitment to the principles Te Tiriti o Waitangi.
Implement kaupapa Māori strategy developed in 2023/24	Demonstrate increased participation in the museum by Māori.	
Continue collaborations with whānau, hapū & iwi to bring Toi Māori exhibitions to Te Manawa.		
Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.	Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.	Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.
Research and identify a community and / or prominent community members and plan an oral history project	Undertake at least one Oral History project with a community group.	Develop one exhibition relevant to an under-represented community group.
Collaborate with founding societies on one new initiative with each to grow support for Te Manawa and generate donations.	Collaborate with founding societies on one new initiative to grow support for Te Manawa and generate donations.	Collaborate with founding societies on one new initiative to grow support for Te Manawa and generate donations.
Continue to strengthen relationship with NZRM through the Peter Bush archive project and related activities.	Continue the collaborative work on the Peter Bush archive project.	Continue the collaborative work on the Peter Bush archive project.
Implement the Te Manawa Revenue Strategy with a focus on philanthropic and sponsorship contributions against strategic targets, such as a sustainable Science Centre development.	Consolidate previous year's mahi.	Consolidate previous year's mahi.
Adopt the Tourism NZ 'Tiaki' promise – a commitment to care and respect for our natural world.	Continued commitment to the Tiaki promise.	Continued commitment to the Tiaki promise.
Foster sustainable behaviours.	Continued commitment to environmental sustainability.	Continued commitment to environmental sustainability.

Reduce paper use by 50% and implement processes and systems to become paper-light.

Prioritise the re-use of materials and furniture in exhibition development.

Reduce carbon emissions from Te Manawa activities by 10%.

Work with PNCC and external funders towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.

Ongoing collaboration with tertiary partners through at least one exhibition or event annually.

Research and develop a report that shows the requirements needed for the Art Gallery to host high-quality contemporary exhibitions and provide museum standard level of care for collections and loaned items.

Consolidate paper-light ways of working and further reduce paper use.

Increase use of sustainable products in the development and delivery of exhibitions.

Reduce carbon emissions from Te Manawa activities by a further 5%.

Work with PNCC and external funders towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.

Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.

Develop proposal with PNCC to mitigate risks and address challenges that arise.

Te Manawa is a paper-light organisation.

The Science Centre will demonstrate best practice in sustainable exhibition delivery.

Reduce carbon emissions from Te Manawa activities by a further 5%.

Work with PNCC and external funders towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.

Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.

Continue to work with PNCC to progress proposal.

## How we operate

We partner with communities and provide access to and engagement with arts and culture, with a focus on art, science, and heritage. These platforms, and the professional activity attached to them, bring social cohesion and wellbeing, civic pride and vibrancy, and national reputation.

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 with our partners

Te Manawa has relationships with several groups and organisations that work alongside us supporting us in the achievement of our goals.

### Rangitāne

We will continue to work closely with Rangitāne, as mana whenua, to ensure Rangitānenuiarawa in the telling of pūrākau and the appropriate tikanga in the Kaitiakitanga of taonga.

### The Founding Societies

Te Manawa Art Society, Te Manawa Museum Society and Science Centre Inc are the 'founding societies' who formed Te Manawa through a merger of activity and assets. The societies continue to support and guide our operations in their specialist areas.

### The New Zealand Rugby Museum

This museum within a museum holds a collection of historical and cultural significance. It was incorporated into Te Manawa under an MOU signed in 2012. Under the MOU, Te Manawa provides a sub-lease for the premises and storage, utilities and education free of charge. Front of house support is also provided. The recent collaboration to acquire and process the Peter Bush photography collection is an excellent example of the way we work together.

## Working with Palmerston North City Council

### 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, a Statement of Financial Position, a Statement of Changes in Equity and a Statement of Cashflows.

### Annual Report

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

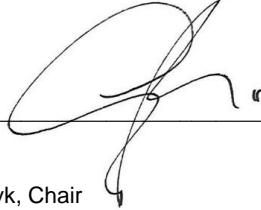
The annual report will contain the information necessary to enable an informed assessment of the operations of Te Manawa Museums Trust, and will include the following information:

- 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.

### Board Approval

This Statement of Intent was approved by the Te Manawa Museums Trust Board on  
15 May 2024

Signed \_\_\_\_\_



Date 15/5/2024

Adrian van Dyk, Chair  
Te Manawa Museums Trust

# Te tāhua Finance

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## Budget Assumptions and Comments:

### Revenue

#### 1. Palmerston North City Council (PNCC) Funding:

##### PNCC Operating Grant

2024/25: \$3,833,599 (As per Council advice - \$3,681,899 plus requested increase to base grant of \$151,700)

2025/26: \$4,024,056 (As per Council advice - \$3,792,356 plus the increase in baseline from 2024/25 plus an additional request of \$80,000 for the 2025/26 financial year)

2026/27: \$4,217,826 (2025/26 plus 3% CPI, plus the requested increases for 2024/25 and 2025/26 plus \$80,000 for the 2026/27 year)

The requested increases to the baseline grant are to cover the expected increases to payroll arising from the implementation of Strategic Pay.

#### 2. Interest Revenue:

Interest Income has been based on average bank balances remaining between \$594k and \$735k (the approximate required level to preserve Te Manawa tagged reserves) with weighted average bank interest rates forecast at 5.0%.

#### 3. Other Operating Revenue:

Other Operating Revenue is expected to increase from the 2023/24 forecast, with increased targets from commercial activities such as retail sales and venue hire, as well as increased targets for sponsorship and fundraising.

#### 4. Net Collection Movements

The forecast level of casual donated collection assets is maintained at the same level as prior years. (\$15,000) and \$80,000 has been included for the 2024/25 and \$100,000 for the subsequent years as items in the collection donated by the Peter Bush collection are accessioned into the collection.

The prospective financial statements do not provide for a forecast net movement in the market value of collections, due to data not being readily available for assumptions regarding the future market value of collections assets. Revaluation of collection assets is a non-cash item.

The next revaluation of the Art Collection will take place during the final quarter of the 2023/24 financial year, and the next Heritage Collection revaluation is to take place during the 2024/25 financial year.

### Expenditure

#### 5. Payroll:

The Payroll budget for all years incorporates requirements of the remuneration system adopted by Te Manawa, which is now using Strategic Pay, in line with its adoption by the Council.

#### 6. Operating Expenditure:

Operating costs have been budgeted for the next three years based on current contractual commitments, as well as anticipated maintenance costs (i.e. cleaning, repairs and maintenance, security and administrative costs) with adjustments for anticipated CPI increases.

**7. Occupancy Costs:**

Te Manawa has received notice of some suppliers' intention to increase costs. An inflation adjustment of 5.00% has been applied across most expense categories.

**8. PNCC Leases and Service Level Agreements:**

It has been assumed that there will be no major changes to the charges from PNCC in relation to service level agreements - IT, vehicles and phones.

**9. Depreciation:**

The forecast depreciation for the next financial years is based on the planned plant and equipment additions and some upgrades of the semi-permanent exhibitions.

**10. Operating Surplus/(Deficit) after Collection Movements:**

A small net surplus has been budgeted for each of the three years covered by the financial statements 2024/25(2.36k) 2025/26 (\$2.470k and 2026/27(\$5.38k).

Prudent management of operating expenditure will be required to achieve the budgeted results. Revenue generation opportunities will be sought to ensure that operating cash surpluses are maintained going forward.

**STATEMENT OF FINANCIAL POSITION:****11. Cash & Short-Term deposits:**

Cash & Cash Equivalents (including term deposits with a maturity of up to 3 months) are budgeted to remain relatively consistent at between \$594k and \$735k. This is enough to meet the Trust's current budgeted obligations and commitments.

**12. Capital expenditure:**

<b>Planned Capital Expenditure Summary</b>	<b>Actual 2022/23 \$</b>	<b>Budget 2023/24 \$</b>	<b>Budget 2024/25 \$</b>	<b>Budget 2025/26 \$</b>	<b>Budget 2026/27 \$</b>
Software	-	-	-	-	-
Leasehold Improvements	926	60,000	60,000	50,000	70,000
Information Technology	36,674	-	10,000	10,000	-
Exhibitions	9,223	180,000	140,000	270,000	260,000
Furniture & Fittings	18,132	15,000	-	-	15,000
Plant & Equipment	138,988	90,000	63,000	10,000	20,000
Collection Assets (Owned)	75,445	60,000	60,000	60,000	60,000
<b>Total assets additions</b>	<b>279,388</b>	<b>405,000</b>	<b>333,000</b>	<b>400,000</b>	<b>425,000</b>

The planned capital expenditure on Fixed Assets and Collection Assets for the year is \$333,000

**13. STATEMENT OF CASHFLOWS:**

Forecast net cash flows from operating activities are enough to cover the planned capital expenditure for the three financial years.

**14. STATEMENT OF CASH BALANCES & RESERVES:**

Careful managing of resources will be required to maintain positive untagged reserves over next years, in order to both meet our operational costs and gradually increase our semi-permanent and touring exhibition capabilities. There is also an increased reliance on third party revenue to meet the forecast level of operating costs and allow for the strategic reserves to be built up.

The tables below indicate the way Te Manawa intends to gradually build up its strategic reserves within the constraint of maintaining positive untagged reserves.

**Te Manawa Museums Trust  
Endowment Fund Forecast**

Endowment Fund	Balance 1/7/22	Actual at 30/06/23	Budget transfers in/(out)	2023/24 Budget	Budget transfers in/(out)	Budget transfers in/(out)	2024/25 Budget
Clevely Fund	10,874	10,874	-	10,874	-	-	10,874
<b>Total Endowment Funds</b>	<b>10,874</b>	<b>10,874</b>	<b>-</b>	<b>10,874</b>	<b>-</b>	<b>-</b>	<b>10,874</b>

The Semi-permanent exhibition reserve is designed for the purpose of securing funding for future semi-permanent exhibition refresh and/or internally developed and built Te Manawa touring shows.

**Te Manawa Museums Trust  
Endowment Fund Forecast**

Endowment Fund	Balance 1/7/22	Actual at 30/06/23	Budget transfers in/(out)	2023/24 Budget	Budget transfers in/(out)	Budget transfers in/(out)	2024/25 Budget
Clevely Fund	10,874	10,874	-	10,874	-	-	10,874
<b>Total Endowment Funds</b>	<b>10,874</b>	<b>10,874</b>	<b>-</b>	<b>10,874</b>	<b>-</b>	<b>-</b>	<b>10,874</b>
Specific Reserves	Balance 1/7/22	Actual at 30/06/23	Budget transfers in/(out)	2023/24 Budget	Budget transfers in/(out)	Budget transfers in/(out)	2024/25 Budget
Collection Development	14,021	14,229		14,229	-	-	14,229
Historical Building Maintenance	22,081	22,081	-	22,081	-	-	22,081
Semi-Permanent Exhibition Development Reserve	365,398	398,261	32,862	431,123			431,123
<b>Total Specific Reserves</b>	<b>401,500</b>	<b>434,571</b>	<b>32,862</b>	<b>467,433</b>	<b>-</b>	<b>-</b>	<b>467,433</b>

The accompanying notes and accounting policies form part of the prospective financial statements

**Te Manawa Museums Trust**

**Prospective Statement of Revenue and Expenses**

For the Three Years Ended 30 June 2025, 2026 & 2027

	Budget 2022/2023 \$	Actual 2022/2023 \$	Budget 2023/2024 \$	Actual 6 mths to 31.12.2023 \$	Budget 2024/2025 \$	Budget 2025/26 \$	Budget 2026/27 \$
<b>Revenue</b>							
PNCC Operational Grant	3,329,511	3,352,361	3,756,570	1,878,285	3,833,599	4,024,056	4,217,826
MDC Grant	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Interest Received	8,400	30,383	20,760	24,243	30,000	31,500	32,760
Fundraising & Sponsorship	537,050	40,000	186,000	95,356	205,000	205,000	205,000
Other Revenue	381,730	325,896	283,490	150,438	413,200	316,484	353,261
<b>Total Revenue</b>	<b>4,276,691</b>	<b>3,768,640</b>	<b>4,266,820</b>	<b>2,168,322</b>	<b>4,501,799</b>	<b>4,597,040</b>	<b>4,828,847</b>
<b>Expenditure</b>							
Personnel Costs	2,422,554	2,197,522	2,420,806	1,144,357	3,021,220	3,148,889	3,275,105
Museum Activities	1,205,478	1,188,879	1,087,853	419,808	966,437	892,332	974,353
Occupancy Costs	279,168	192,474	279,339	151,269	269,163	305,477	321,136
PNCC Leases & SLA's	81,738	81,740	81,738	38,609	72,873	72,873	72,873
Depreciation/Amortisation	302,550	289,836	337,356	126,312	267,240	275,000	280,000
Assets Written Off	-	(433)	-	(224)	-	-	-
<b>Total Operating Expenditure</b>	<b>4,291,488</b>	<b>3,950,018</b>	<b>4,207,092</b>	<b>1,880,131</b>	<b>4,596,933</b>	<b>4,694,571</b>	<b>4,923,467</b>
<b>Operating Surplus/(Deficit) Before Collection Movements</b>	<b>(14,797)</b>	<b>(181,378)</b>	<b>59,728</b>	<b>288,191</b>	<b>(95,134)</b>	<b>(97,531)</b>	<b>(94,620)</b>
<b>Collection Movement Income</b>							
Custodial Assets	-	-	-	-	-	-	-
Donated Assets	15,000	39,573	15,000	8,185	97,500	100,000	100,000
<b>Collection Movement Expense</b>							
Custodial Assets Returned	-	800	-	-	-	-	-
Collection Assets Deaccessioned	-	100,306	-	19,018	-	-	-
<b>Net Collection Movements</b>	<b>15,000</b>	<b>(61,533)</b>	<b>15,000</b>	<b>(10,833)</b>	<b>97,500</b>	<b>100,000</b>	<b>100,000</b>
<b>Net Surplus/(Deficit) Before revaluation</b>	<b>203</b>	<b>(242,911)</b>	<b>74,728</b>	<b>277,358</b>	<b>2,366</b>	<b>2,469</b>	<b>5,380</b>
<b>Other Comprehensive Revenue and Expenses</b>	<b>-</b>	<b>699,599</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Revenue and Expense</b>	<b>203</b>	<b>456,688</b>	<b>74,728</b>	<b>277,358</b>	<b>2,366</b>	<b>2,469</b>	<b>5,380</b>

**Te Manawa Museums Trust****Prospective Statement of Financial Position**

As at 30 June 2025, 2026 &amp; 2027

Notes	Budget	Actual	Budget	Budget	Budget	Budget
	2022/23 \$	2022/2023 \$	2023/24 \$	2024/2025 \$	2025/26 \$	2026/27 \$
<b>Assets</b>						
<i>Current Assets</i>						
Cash & Cash Equivalents <b>11</b>	401,874	265,459	514,047	361,069	366,969	209,876
Short Term Deposits	340,358	685,364	330,422	362,825	369,003	383,882
Stock of Merchandise	32,000	26,153	28,000	25,000	30,000	30,000
Receivables	18,000	19,743	15,000	15,000	15,000	15,000
Interest Receivable	2,000	10,514	4,000	6,000	6,500	7,500
Prepayments	25,000	69,546	25,000	40,000	45,000	50,000
<b>Total Current Assets</b>	<b>819,232</b>	<b>1,076,779</b>	<b>916,469</b>	<b>809,894</b>	<b>832,472</b>	<b>696,258</b>
<i>Fixed Assets</i>						
Information Technology	43,708	50,827	55,708	55,708	52,236	44,236
Property Plant & Equipment						
Exhibitions	490,814	173,158	411,221	411,221	418,896	495,029
Furniture & Fittings	70,097	74,590	112,668	112,668	65,664	74,312
Leasehold Improvements	46,555	30,068	42,608	42,608	46,555	47,021
Plant & Equipment	452,144	364,200	450,070	450,070	450,510	512,570
Collection Assets (Owned)	7,975,767	9,302,607	8,124,615	9,423,607	9,483,607	9,543,607
Collection Assets (Custodial)	9,044,114	10,674,031	9,044,114	10,674,031	10,674,031	10,674,031
Work in Progress	12,105	76,050	15,000	15,000	20,000	15,000
<b>Total Fixed Assets</b>	<b>18,135,304</b>	<b>20,745,531</b>	<b>18,256,004</b>	<b>21,184,913</b>	<b>21,211,499</b>	<b>21,405,806</b>
<i>Other Non-Current Assets</i>						
Intangible Assets - Software	6,031	6,953	3,816	4,686	2,343	1,172
<b>Total Non-Current Assets</b>	<b>18,141,335</b>	<b>20,752,484</b>	<b>18,259,820</b>	<b>21,189,599</b>	<b>21,213,842</b>	<b>21,406,977</b>
<b>Total Assets</b>	<b>18,960,567</b>	<b>21,829,263</b>	<b>19,176,289</b>	<b>21,999,494</b>	<b>22,046,314</b>	<b>22,103,236</b>
<i>Current Liabilities</i>						
Payables Under Exchange Transactions	419,552	306,523	387,613	390,000	393,900	397,840
Income Received in Advance)	30,000	125,124	30,000	90,000	90,000	90,000
Provisions	-	-	-	-	-	-
Employee Benefits	260,619	273,431	345,800	300,774	330,852	363,937
Interest Payable	-	-	-	-	-	-
GST Payable (Receivable)	58,000	28,553	62,000	45,000	52,000	58,000
Current Portion of Term Liabilities	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>768,171</b>	<b>733,631</b>	<b>825,413</b>	<b>825,774</b>	<b>866,752</b>	<b>909,777</b>
<i>Non-Current Liabilities</i>						
Employee Benefits	3,267	-	3,310	1,275	2,266	3,166
<b>Total Non-Current Liabilities</b>	<b>3,267</b>	<b>-</b>	<b>3,310</b>	<b>1,275</b>	<b>2,266</b>	<b>3,166</b>
<b>Total Liabilities</b>	<b>771,438</b>	<b>733,631</b>	<b>828,723</b>	<b>827,049</b>	<b>869,018</b>	<b>912,943</b>
<b>Equity</b>						
Trust Equity	10,722,223	10,668,412	10,467,292	10,467,292	10,469,658	10,472,127
Retained Surplus Current Year	2,203	(242,910)	74,728	2,366	2,469	5,380
Asset Revaluation Reserve	7,073,190	10,224,688	7,327,447	10,224,688	10,224,688	10,224,688
Specific Reserves <b>14</b>	380,639	434,568	467,225	467,225	469,608	477,225
Endowment Funds <b>14</b>	10,874	10,874	10,874	10,874	10,874	10,874
<b>Total Trust Funds</b>	<b>18,189,129</b>	<b>21,095,632</b>	<b>18,347,566</b>	<b>21,172,445</b>	<b>21,177,297</b>	<b>21,190,294</b>
<b>Total Liabilities and Trust Funds</b>	<b>18,960,567</b>	<b>21,829,263</b>	<b>19,176,289</b>	<b>21,999,494</b>	<b>22,046,314</b>	<b>22,103,236</b>

## Te Manawa Museums Trust

## Prospective Statement of Cash Flows

For the Three Years Ended 30 June 2025, 2026 &amp; 2027

Notes	Budget	Actual	Budget	Budget	Budget	Budget
	2022/23	2022/2023	2023/2024	2024/2025	2025/26	2026/27
	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>						
Cash was provided from:						
PNCC Grants	3,264,227	3,352,361	3,756,570	3,833,599	4,024,056	4,217,826
Fundraising Activities	320,000	146,612	186,000	205,000	205,000	205,000
Other Revenue	279,454	178,282	283,490	413,200	316,484	353,261
MDC Grants		20,000	20,000	20,000	20,000	20,000
Interest	5,400	22,837	20,760	30,000	31,500	32,760
	3,869,081	3,720,092	4,266,820	4,501,799	4,597,040	4,828,847
Cash was disbursed to:						
Payroll	2,373,074	2,174,200	2,420,806	3,021,220	3,153,889	3,280,105
Suppliers	1,270,809	1,471,529	1,448,930	1,308,473	1,270,682	1,368,362
GST	0	-	58,000	58,000	60,000	65,000
Net Change in working Capital	-	8,064	-	-	-	-
	3,643,883	3,653,793	3,927,736	4,387,693	4,484,571	4,713,467
<b>Net Cash Flows from Operating Activities*</b>	<b>225,198</b>	<b>66,299</b>	<b>339,084</b>	<b>114,106</b>	<b>112,469</b>	<b>115,380</b>
<b>Cash Flows from Investing Activities</b>						
Cash was provided from:						
Sale of Assets	-	695	-	-	-	-
Cash was disbursed to						
Change in short Term Investments	600,000	14,047	14,047	485,000	(293,431)	(152,527)
Purchase of Intangible Assets - Software	120,000	4,200	5,000	-	-	-
Purchase of Leasehold Improvements	30,000	926	11,443	60,000	50,000	70,000
Purchase of Information Technology	56,770	36,674	33,688	10,000	10,000	-
Purchase of Exhibitions	185,000	9,223	43,215	140,000	270,000	260,000
Purchase of Furniture & Fittings	10,000		14,180	-	-	15,000
Purchase of Plant & Equipment	168,910	62,938	117,028	63,000	10,000	20,000
Purchase of Collection Assets	78,500	75,445	25,000	60,000	60,000	60,000
Work in Progress	0	52,082	30,000		-	-
	1,249,180	255,535	293,600	818,000	106,569	272,473
<b>Net Cash Flows from Investing Activities</b>	<b>(1,249,180)</b>	<b>(254,840)</b>	<b>(293,600)</b>	<b>(818,000)</b>	<b>(106,569)</b>	<b>(272,473)</b>
Net Increase/(Decrease) in Cash Held	(1,023,982)	(188,541)	45,484	(703,894)	5,900	(157,093)
Opening Cash Balances	1,308,407	454,000	401,874	1,064,963	361,069	366,969
<b>Closing Total Cash Balances</b>	<b>284,425</b>	<b>265,459</b>	<b>447,358</b>	<b>361,069</b>	<b>366,969</b>	<b>209,876</b>

## Notes to the Prospective Financial Statements

### Statement of Accounting Policies

#### REPORTING ENTITY

Te Manawa Museums Trust (the Trust) is a charitable trust incorporated in New Zealand under the Charitable Trusts Act 1957 and is domiciled in New Zealand. The Trust is controlled by Palmerston North City Council and is a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002, by virtue of the Council's right to appoint more than 50% of the Board of Trustees.

The Trust was incorporated on 20 August 1999, from that date, the Trust assumed responsibility for art works and heritage assets transferred to its care but held on behalf of others. From 1 July 2000 the Trust commenced leasing the premises and managing the institution under agreements entered into with the Palmerston North City Council. The principal place of business is 326-336 Main Street, Palmerston North.

The primary objective of the Trust is to provide interactive experience in art, science and history through acquiring, conserving, researching, developing, communicating and exhibiting material evidence of people and their environment, rather than making a commercial return. Accordingly, the Trust has designated itself as a public sector public benefit entity for the purposes of Public Benefit Entity Accounting Standards (PBE Standards).

#### BASIS OF PREPARATION

The prospective financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout the periods.

### Statement of Compliance

The prospective financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

The financial statements comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable Financial Reporting Standards, as appropriate for Tier 2 public sector public benefit entities, for which all reduced disclosure regime exemptions have been adopted.

The Trust qualifies as a Tier 2 Public Sector PBE reporting entity as it is not publicly accountable and as for the two most recent reporting periods it has had between \$2m and \$30m operating expenditure.

The reporting period for these prospective financial statements are the years ending 30 June 2025, 30 June 2026 and 30 June 2027. The prospective financial statements are presented in New Zealand dollars, unless otherwise stated.

### Measurement Base

The measurement basis applied is historical cost, modified by the revaluation of collection assets as identified in this summary of significant accounting policies. The accrual basis of accounting has been used unless otherwise stated.

### Standards, amendments, and interpretations issued that are not yet effective and have not been early adopted

There are no standards, amendments, and interpretations, issued but not yet effective that have not been early adopted, and which are relevant to the Trust.

## Significant Accounting Policies

### Revenue

Revenue is measured at fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

### Revenue from Non-exchange transactions

Revenue from non-exchange transactions arises from transactions that are not exchange transactions. In non-exchange transactions, the Trust either receives value from or gives value to another party without directly giving or receiving approximately equal value in exchange.

Approximately equal value is considered to reflect a fair or market value, which is normally commensurate with an arm's length commercial transaction between a willing buyer and willing seller. Many of the services that the Trust provides for a fee are charged at below market value as they are subsidised by Palmerston North City Council operational grant, sponsorship, government/non-government grants. Other services operate on a cost recovery or breakeven basis and are not considered to reflect a market return. Most of the Trust's revenue is therefore categorized as non-exchange.

This includes PNCC grants, transfers from government/non-government entities, donations, donated/vested and custodial collection items, sponsorship, in kind sponsorship, revenue from services supplied at subsidised price.

Specific accounting policies for major categories of revenue from non-exchange transactions are outlined below:

### Grants

Grants received from PNCC 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.

Revenues from non-exchange transactions with Council/other government/non-government entities are measured at fair value and recognised when the event occurs and the asset recognition criteria are met, if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Trust and can be measured reliably. To the extent that there is a related condition attached that would give rise to a liability to repay the amount if conditions of the grant are not met, deferred income is recognised instead of revenue, and recognised as revenue when conditions of the grant are satisfied.

#### ***Rendering of services***

Revenue from the rendering of services is recognised when the transaction occurs to the extent that a liability is not also recognised. For these transactions the revenue is recognised by reference to the stage of completion of the transaction at the reporting date.

All revenues from rendering of services are non-exchange, except for revenue from Venue Hire which is classified as exchange transaction.

#### ***Vested or donated physical assets***

Where a physical asset is gifted to or vested in the Trust for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Such income is recognised when control over the asset is obtained, unless there is a use or return condition attached to the asset.

The fair value of vested or donated physical assets is determined by reference to the market value of comparable assets available.

#### ***'In Kind' Sponsorship***

The Trust receives sponsorship 'in kind' by way of goods and services provided at discounted or nil charge. Where the fair value of these goods and services can be reliably measured, the income (and expense) is recognised as 'sponsorship - in kind' in the period in which the goods or services are received or there is a binding arrangement to receive the goods.

#### ***Volunteer Services***

Volunteer services received are not recognised as revenue or expenditure as the Trust is unable to reliably measure the fair value of the services received.

#### **Revenue from Exchange transactions**

##### ***Sales of goods***

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the Trust.

#### **Interest Income**

Interest income is recognised using the effective interest method.

#### **Advertising Costs**

Advertising costs are expensed when the related service has been rendered.

#### **Borrowing Costs**

Interest expense is recognised using the effective interest rate method. All borrowing costs are

expensed in the period in which they are incurred.

#### **Depreciation and amortisation**

Depreciation of property, plant and equipment and amortisation of intangible assets are charged on a straight-line basis over the estimated useful life of the associated assets.

#### **Leases**

##### ***Finance Leases***

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Trust will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

##### ***Operating Leases***

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit over the lease term as an integral part of the total lease expense.

#### **Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

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

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

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

A provision for impairment of a receivable is established when there is objective evidence that the Trust will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation, and default in payments are considered indicators that the receivable is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of an impaired receivable is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account for receivables. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due).

## Financial Assets

Financial assets are categorised into the following four categories: financial assets at fair value through surplus or deficit; held-to-maturity investments; loans and receivables; and financial assets at fair value through other comprehensive revenue and expense. The classification depends on the purpose for which each investment was acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

The fair value of financial instruments traded in active markets is based upon the quoted market prices at the balance sheet date. The quoted market price used is the current bid price.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

The Trust uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows are used to determine fair value for the remaining financial instruments.

### *a) Financial Assets at Fair Value through Surplus or Deficit*

This category has two sub-categories: financial assets held for trading, and those designated at fair value through surplus or deficit at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management. Derivatives are also categorised as held for trading. After initial recognition they are measured at their fair values. Gains or losses due to change in fair value are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

### *b) Loans and Receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets. After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

### *c) Held to Maturity Investments*

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities and there is the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

### *d) Financial Assets at Fair Value through Other Comprehensive Revenue and Expense*

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into this category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the

surplus or deficit. On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

#### **Impairment of financial assets**

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

##### *Loans and receivables, and held-to-maturity investments*

Impairment is established when there is evidence that the Trust will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate.

For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits are recognised directly against the instrument's carrying amount.

##### *Financial assets at fair value through other comprehensive revenue and expense*

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

#### **Inventories**

Inventories held for distribution or consumption in the provision of services that are not supplied on a commercial basis are measured at cost (using the FIFO method), adjusted, when applicable, for any loss of service potential.

Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition.

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost (using the FIFO method) and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

## Property, Plant and Equipment

Items of property, plant and equipment are stated at historical or deemed cost, less accumulated depreciation and impairment losses. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

### *Additions*

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

### *Disposals*

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are presented net in the surplus or deficit.

### *Work in Progress*

All assets constructed by Trust are initially recorded as work in progress. Work in progress is recognised at cost less impairment and it is not depreciated. Upon completion, these assets are transferred to their relevant asset class and depreciation commences.

### *Subsequent costs*

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised as an expense as they are incurred.

#### (a) Furniture, Equipment and Exhibits

Furniture, equipment and exhibits (excluding art and heritage collections) are valued at cost less accumulated depreciation and impairment losses.

##### *Depreciation*

Assets are depreciated on a straight-line basis at rates that will write off their cost less any estimated residual value over the expected useful life of the asset. The useful lives of major classes of assets have been estimated as follows:

Computer Hardware	1 to 5 years
Exhibitions	2 to 10 years
Furniture & Fittings	4 to 10 years
Leasehold Improvements	4 to 10 years
Office Equipment	4 to 10 years
Plant	4 to 20 years

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

(b) Collection Assets

As the Heritage Collection and Art Collection assets are intended to have an indefinite life, they are held in trust in perpetuity for the benefit of the public.

The Heritage Collection and Art Collection have not been depreciated, as it is the Trust's policy to maintain the collections in their current state, in accordance with the Trust's Collection Policies.

All additions to the Heritage and Art Collection are recorded at cost. These additions will be revalued in accordance with the Trust's Valuation Policy. Donated objects are recorded at fair value, or depreciated replacement cost, or nil value if considered unrealisable or irreplaceable.

Custodial Collection Assets are objects within the Heritage and Art Collections not formally owned by the Trust, where the Trust has assumed all the rights and obligations of ownership. Within the Heritage Collection this is limited to items on loan for an indefinite period, excluding works on loan from other Museums and Cultural organisations. In relation to the Art Collection, the nature of artworks and anecdotal evidence suggests that there is a high likelihood of request for return of loaned assets, irrespective of the loan period, therefore only items on loan from the Te Manawa Art Society Inc. are recognised as custodial assets. These assets are held and maintained by the Trust by agreement with the owners.

*Revaluation*

The Art Collection assets are revalued to fair value as determined from market-based evidence by an independent valuer. The most recent valuation was performed by *Art + Object* Auckland during January 2018. Trust's policy is to revalue the Art Collection assets every three years.

The Heritage Collections assets are revalued to fair value as determined from market-based evidence by an independent valuer. Trust's policy is to revalue the Heritage Collection assets every four years to ensure that their carrying amount does not differ materially from fair value.

All other asset classes are carried at depreciated historical cost.

*Accounting for Revaluations*

The results of revaluing are credited or debited to an asset revaluation reserve. Where this results in a debit balance in the asset revaluation reserve, this balance is charged to the surplus or deficit. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in a previous year surplus or deficit, will be recognised first in the surplus or deficit up to the amount previously expensed, and then credited to the revaluation reserve.

**Intangible Assets**

*Recognition and measurement*

Intangible assets are initially measured at cost, except for Intangible assets acquired through non-exchange transactions (measured at fair value).

All of the Trust's intangible assets are subsequently measured in accordance with the cost model, being cost (or fair value for items acquired through non-exchange transactions) less accumulated amortisation and impairment, except for the items which are not amortised and instead tested for impairment such as Intangible assets with indefinite useful lives, or not yet available for use. The Trust has no intangible assets with indefinite useful lives.

*Software acquisition and development*

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised in the surplus or deficit when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with development and maintenance of the Trust's website are recognised as an expense when incurred.

*Subsequent expenditure*

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in surplus or deficit as incurred.

*Amortisation*

Amortisation is recognised in surplus or deficit on a straight-line basis over the estimated useful lives of each amortisable intangible asset. Amortisation begins when the asset is available for use and ceases at the date that the asset is disposed of.

The estimated useful lives are as follows:

Software: 1 to 7 years, Website: 3 to 5 years

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

**Impairment of property, plant and equipment and intangible assets**

For the purpose of impairment of Property, plant and equipment and intangible assets, which are carried at cost less accumulated depreciation and impairment losses, the Trust classifies its items of property plant and equipment and intangibles as non-cash generating assets, as these are not held with the primary objective of generating a commercial return, but rather for service delivery purposes and to deliver to Trust's public benefit objectives. Property, plant, and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

*Value in use for non-cash-generating assets*

For Trust's non-cash generating assets, value in use is determined based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

*Value in use for cash-generating assets*

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets is the present value of expected future cash flows. The Trust does not currently hold property plant and equipment and intangible assets in this category.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

#### **Creditors and Other Payables**

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

#### **Borrowings**

Borrowings are initially recognised at their fair value plus transaction costs, if any. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Trust has an unconditional right to defer settlement of the liability for at least 12 months after balance date or if the borrowings are not expected to be settled within 12 months of balance date.

#### **Employee Entitlements**

##### *Short-term employee entitlements*

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned to, but not yet taken at balance date. Sick leave has not been included, as the amount of accumulated sick leave that is anticipated to be taken in future periods is not considered to be material.

##### *Long-term employee entitlements*

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

#### **Provisions**

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in 'finance costs'.

### **Goods and Services Tax (GST)**

All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for trade receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

### **Income Tax**

The Trust is exempt from Income Tax by virtue of its charitable status.

### **Equity**

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components.

- Trust's contributed capital;
- Retained earnings;
- Restricted reserves;
- Collections revaluation reserve;

#### *Restricted reserves*

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Trust.

Restricted reserves include those which have specific conditions accepted as binding by the Trust and which may not be revised by the Trust without reference to the Courts or a third party (i.e. endowment funds). Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves restricted by Trust's decision. The Trust may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Trust.

### **Critical Accounting Estimates and Assumptions**

In preparing these prospective financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

#### *Property, Plant and Equipment Useful Lives and Residual Values*

The Trust reviews the useful lives and residual values of its property, plant and equipment annually. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires the Trust to consider a number of factors including the physical condition of the

asset, expected period of use of the asset by the Trust, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will impact on the depreciable amount of an asset, therefore impacting on the depreciation expense recognised in the surplus or deficit and the carrying amount of the asset in the statement of financial position. The Trust minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programmes;
- review of second-hand market prices for similar assets; and
- analysis of prior asset sales.

The Trust has not made significant changes to past assumptions concerning useful lives and residual values.

## Public Benefit Entity Prospective Financial Statements (PBE FRS 42)

The Trust has complied with PBE FRS 42 in the preparation of these prospective financial statements. In accordance with PBE FRS 42, the following information is provided:

### *(i) Description of the nature of the entity's current operation and its principal activities*

The Trust is a Council Controlled Organisation, as defined in the Local Government Act 2002. The Trust's principal activities are outlined within this Statement of Intent.

### *(ii) Purpose for which the prospective financial statements are prepared*

It is a requirement of the Local Government Act 2002 to present prospective financial statements that cover 3 years and include them within the Statement of Intent. The purpose of the Statement of Intent is to state publicly the activities and intentions of Te Manawa for the year and the objectives to which these activities will contribute. Prospective financial statements are revised annually to reflect updated assumptions and costs.

### *(iii) Bases for assumptions, risks and uncertainties*

The financial information has been prepared on the basis of best estimate assumptions as the future events which the Trust expects to take place. The Trust has considered factors that may lead to a material difference between information in the prospective financial statements and actual results. These factors, and the assumptions made in relation to the sources of uncertainty and potential effect, are outlined within this Statement of Intent.

### *(iv) Cautionary Note*

The financial information is prospective. Actual results are likely to vary from the information presented, and the variations may be material.

### *(iv) Other Disclosures*

These draft prospective financial statements have been authorised by the Board on 18 January for delivery to the Palmerston North City Council. The Trust is responsible for the prospective financial statements presented, including the assumptions underlying prospective financial statements and all other disclosures. The Statement of Intent is prospective and as such contains no actual operating results.



## MEMORANDUM

**TO:** Culture & Sport Committee

**MEETING DATE:** 26 June 2024

**TITLE:** The Regent Theatre Trust - Final Statement of Intent 2024-2027

**PRESENTED BY:** Sarah Claridge, Democracy & Governance Advisor

**APPROVED BY:** Danelle Whakatihi, Chief People & Performance Officer

### RECOMMENDATION TO CULTURE & SPORT COMMITTEE

1. That the Committee agree the final Statement of Intent 2024-2027 (Attachment 1) submitted by the Regent Theatre Trust Board.

#### 1. ISSUE

- 1.1 The Statement of Intent (SOI) sets out the objectives and activities of the Regent Theatre Trust (the Regent) for the next three years. It serves as a basis for accountability to the Council, as the shareholder, and provides an opportunity for the Council to influence the Regent's direction. The requirements for the SOI are set out in Schedule 8 of the Local Government Act 2002 (LGA).
- 1.2 The purpose of this report is for the Committee to fulfil the requirement under s65(2) of the LGA to agree 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.
- 1.3 The LGA requires a Council Controlled Organisation (CCO) Board to deliver the final SOI to the shareholder by 30 June. The Regent Theatre Trust has met that requirement.
- 1.4 Under the LGA, Council has the power to modify an SOI to ensure it adequately reflects strategic priorities if it considers that is necessary.

#### 2. BACKGROUND

- 2.1 The Regent is a CCO, which was set up "to control, develop, promote enhance and maintain the Regent Theatre so that it can be utilised and enjoyed by the inhabitants of the Manawatū area"<sup>6</sup>. A CCO is an organisation in which Council has the right to appoint at least fifty percent of the Trustees and must work towards Council's objectives on its behalf.

<sup>6</sup> As described in the purpose of the Regent Theatre Trust Deed.

- 2.2 The Culture & Sport Committee received the Regent's draft SOI at its meeting on 27 March 2024; no recommended changes were made to the Board.
- 2.3 The Regent Theatre Trust Board's final SOI 2024-27 is attached.
- 2.4 Overall Officers are pleased with the strategic direction, and the ambitious and varied list of actions the Regent has outlined in their SOI 2024-27.

### **3. NEXT STEPS**

- 3.1 The Regent's Annual Report 2023-24 will be presented to the Culture & Sport Committee on 25 September 2024.

### **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 and Heritage Plan	
The action is: to support CCOs to achieve the objectives of the Arts and Heritage 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 the Committee to provide guidance and direction to the CCOs and meets Council's responsibility to monitor the CCOs under the LGA.

### **ATTACHMENTS**

1. The Regent Theatre Trust\_ Statement of Intent 2024-2027 [↓](#) 



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## STATEMENT OF INTENT

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THE REGENT THEATRE TRUST 2024 - 2027

**REGENT on BROADWAY**



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## OUR DIRECTORY

Come and see us at:	53 Broadway Avenue Palmerston North New Zealand
Mail, Phone us at:	PO Box 1723 Palmerston North Phone (06) 3502100
Email and web addresses are:	<a href="mailto:manager@regent.co.nz">manager@regent.co.nz</a> <a href="http://www.regent.co.nz">www.regent.co.nz</a>
Registered office of the Trust:	c/- Palmerston North City Council Civic Administration Building The Square PO Box 11-034 Palmerston North
Accountants	BDO Central (NI) Limited
Legal Advisers	Fitzherbert Rowe Lawyers
Bankers	ANZ Bank New Zealand Limited
Auditors	Silks Audit Chartered Accountants Ltd on behalf of the office of the Auditor General
General Manager	David Walsh
Trust Board	David Lea (Chairperson) Neil Ulrich (Deputy Chairperson) Kane Parsons      Tessa Lohead Mark Mabbett      Simon Ferry Tania Kopytko      Reihana Haronga

### 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 2027 is to build on this success and, where possible, endeavor 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.

We are pleased that all Covid restrictions is now a distant memory and its now "business as usual". We are pleased with our results for the previous 12 months (2022-23) and look forward to ensuring our continued commitment to the financial sustainability and aspirations of this SOI

## 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 Manawātū 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 2027, 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.

## 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 the preferred local venue of choice for international, national, and local performing arts experiences that cater to culturally diverse people of all ages.

The Regent on Broadway will be maintained and preserved as a valuable historic venue.

### Purpose Statement

To manage, develop, promote, enhance, and maintain the Regent on Broadway as a historic building and theatre so that it may be used and enjoyed by the people of the Manawātū region and wider.

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, policies, and actions.
- Innovation - continuous improvement through responding to change in an agile and responsive manner.
- Customer focused service - ensuring that our contact with clients and patrons is always welcoming and hospitable, signifying a genuine commitment to providing a quality experience.

### 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 nine trustees is responsible for the strategic direction and control of the 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 also aims to reflect the diversity of the city and surrounding district.

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 to the Regent Theatre Trust Board for the day-to-day operations of the Regent on Broadway.



## City vision statement

Palmerston North is the heart of the Manawātū region within central New Zealand. We are a Provincial 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.

As Palmerston North's premier theatre venue, we have an important role to play in helping the City Council reach their vision and 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 contributing to the City vision of 'Small city benefits, big city ambition', particularly Goal 2. This Goal supports a creative and exciting city – A city that draws inspiration from the diversity within its culture and creates a vibrant urban environment that attracts creative and clever people, and nurtures creative talent.

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 hire 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 and heritage status of the building.

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.

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 and the Heritage status of the building.

The Regent on Broadway will support this objective by:

- Programming regional, national and international performance.
- Enabling diversity of peoples to come together (within any Government guidelines) for performing arts, cultural events, and community celebrations – such as commercial and community shows, graduations, arts, cultural and educational events.
- Ensuring that we support both inclusive and diverse community events, and that we create and deliver arts experiences for whānau, hapu and iwi with the support for Rangitānenuiarawa. We will continue working together, and ensure that we produce relevant future targets to be included in our Statement of Intent.

- To continually enhance and expand the project for the Regent on Broadway, pre-European to present day with collaboration with Rangitāne and local Historians.
- Encouraging local primary, intermediate and secondary schools, dance schools, music 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 to attract a wide range of performances and events to the city
- Ensuring that we continue to progressively improve and add to our current resources seeking funding from both the Friends of the Regent and/or other funding sources.
- Providing a specialised performance venue, which provides professional technical and Marketing advice and support.
- Honouring Te Tiriti o Waitangi by providing staff with training and having the willingness to learn and understand basic Te Reo and Tikanga Māori.
- Install where appropriate bilingual signage within the theatre.

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:

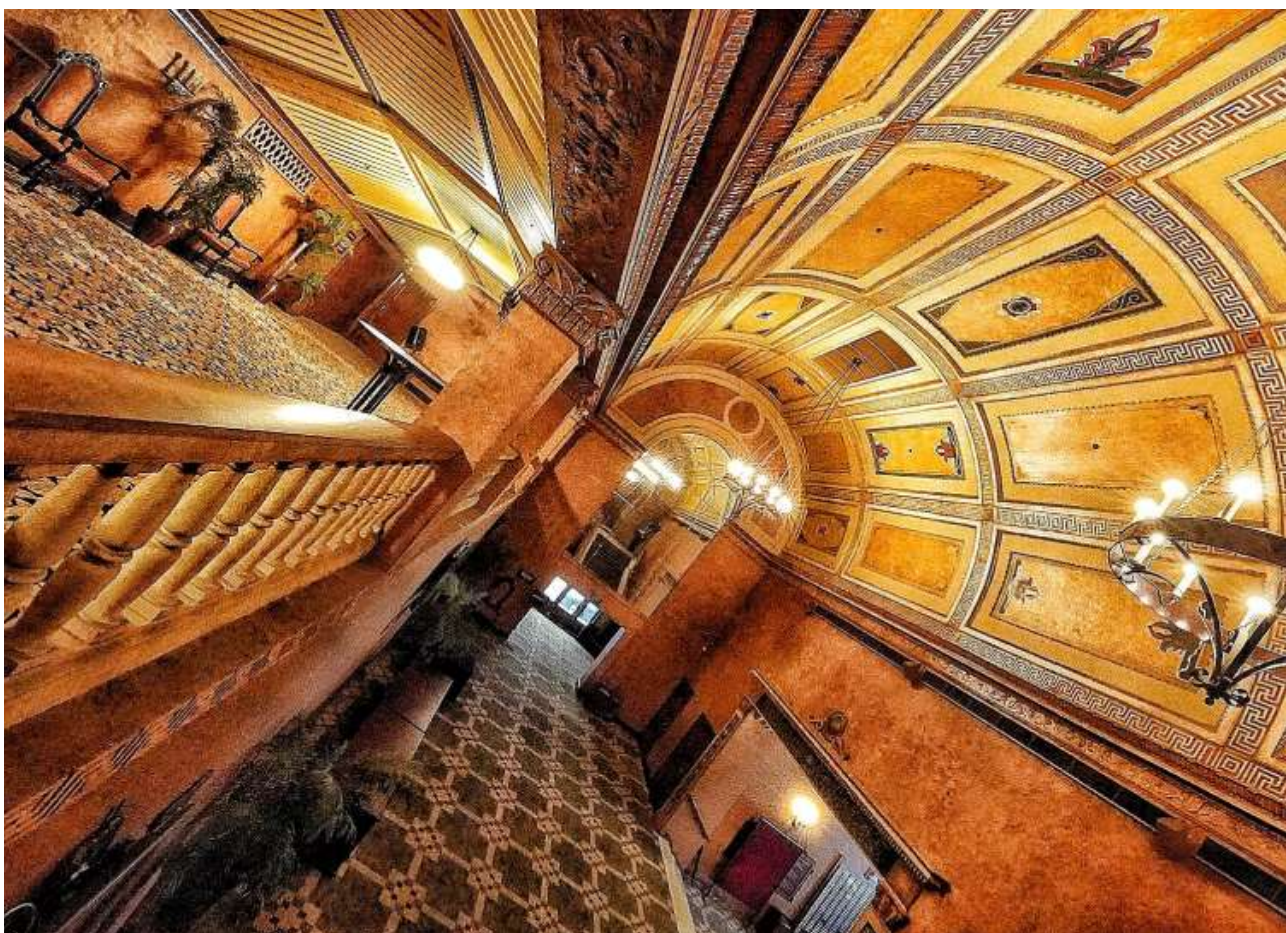
- Working with Council and other agencies to report on the Economic Impact report for regional/nationally significant events by sharing the ticketing snapshot audience and venue profiles from our contracted ticketing company on either on an event or defined period basis.
- Consolidating and nurturing 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.
- Ensuring continued communication with diverse audiences including the city's under-represented communities.
- 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.
- Review the customer service survey platform and act on findings.
- To report on the recommendations in the Regent on Broadways 2023 Greenhouse Gas Emissions Inventory Report to comply with the Palmerston North City Councils Strategy target of a 30% reduction in CO2 emissions by 2031.
- Work with Council Officers to develop new performance measures.

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 enquiries as required.
- Maintaining the website ensuring that it continues to stimulate interest.
- Undertaking relevant statistical and audience demographic data analysis to determine future trends and target audiences.



## Performance measures

Objective	Performance Measure	Actual	Target			
		2022/23	23/24	24/25	25/26	2026/27
To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawātū region including recognising the role of local Tangata Whenua and the Heritage status of the building.	Total number of main auditorium hires annually (days that the auditorium is used), to be not less than. – (usage of the Auditorium includes both Performance, Pack-in and Pack-out days, Rehearsals and Dark Days e.g. days that are booked but not used (but charged for) during long run seasons)	185	180	190	210	215
	Total number of main auditorium national/international venue hirers (actual live performances), to be not less than- includes all touring shows from both Overseas and NZ Artists.	35	30	33	38	39
	Total number of events overall that are held over all spaces in the theatre. This includes Main Auditorium/Rehearsal Room/Regency Room.	437	350	370	400	420
	Further develop tours offered by the Regent, for schools, and community (to be not less than one)	7	8	10	10	10
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, (Includes Royal New Zealand Ballet, NZSO, National & International events) not less than.	31	16	18	20	21
	Total number of tertiary graduation ceremonies held, not less than e.g. Massey University, Ucol, etc	18	14	15	16	17

	<p>Total number of local school concerts held, not less than</p> <p>Total number of school prize-giving held, not less than.</p> <p>Total number of ethnically diverse concerts and productions, both community and professionally produced, including support for both inclusive and diverse community events. This includes Kapa Haka Competitions, World on Stage, Cultural events, not less than.</p> <p>To improve our environmental footprint following our <i>Greenhouse Gas Emissions Inventory Report</i>, lighting throughout the theatre will be incrementally replaced to LED Luminaires.</p>	10	12	12	12	12
		10	10	11	11	11
		9	8	9	10	11
			35%	50%	65%	70%
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.	<p>Total attendances including Ticketed and non-ticketed events held, not less than</p> <p>Due to Covid 19 and its variants the number of International/Commercial touring performances has greatly been reduced - however the Theatre is receiving some enquiries and pencil bookings - but is <u>very</u> dependent upon the development of Omicron. Particular attention will be given to attracting new promoters/touring productions and new ideas.</p> <p>Total audience attendance split to all events Community 70%/Commercial 30%</p> <p>Number of seats sold per PNCC companion card.</p>	113,561	87,000	89,000	91,000	93,000
		80% community 20% commercial	70/30	70/30	70/30	70/30
		25	15	30	35	40

## How we operate

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
- Venue and Employment Contracts
- Memorandums of understanding
- Operational Policies
- Health and Safety Policies, procedures, and documentation
- Staff reviews

The review of personnel resourcing is undertaken to ensure the Regent on Broadway is meets the needs of new marketing initiatives and progressive methodology in theatre operations. The Trust continues to work towards sustainable environmental practices 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.
- New Zealand Certificate in Entertainment and Event Operations
- Marketing with a specific focus to supporting social media requirements.
- Health and Safety in all areas of theatre operations.

The Regent Trust Board undertakes a review and implementation of a 3 yearly Strategic Plan

## 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 that observe clear financial objectives and to prepare 3-year income and expenditure forecasts to meet statutory obligations and thereby informing our stakeholders of potential future financial outcomes.

The Regent will work in a collaborative manner with Council to ensure that the Regents policies and decisions represent the best interest of the Council and ultimately the ratepayers. The Regent will work with other Council Officer's in progressing through the CCO Managers Steering Group the following: to explore ways of working

closer together in a more combined and efficient manner. This includes Marketing, Booking systems, ticketing contracts and economic reporting models.

We will continue with ongoing engagement with the Council, both at a governance and operational level, to ensure that all parties are well-informed of each other's mandate and priorities. This may include engagement between Elected Members and the Trust and between senior managers in both organizations, The Board will advise Council regularly of its performance, implications for future performance, and risks and opportunities faced by the organization.

Adhering to a "no surprises" approach to communications ensuring that Council will be fully informed on all matters that are likely to attract significant public interest, or which may require a Council's response.

### 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.
- Unaudited half-yearly financial statements incorporating a statement of financial performance, statement of financial position, statement of changes in equity and statement of cash flows.

### Annual report

By 30th 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 cash flows, 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.

SIGNATURES

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

Date: 14<sup>th</sup> May 2024

Signed:

A handwritten signature in black ink that reads "David Lea". The signature is written in a cursive style with a horizontal line underneath the name.

David Lea  
Chairman  
The Regent Theatre Trust



*Tony Elkins Photography*

## Regent On Broadway

**CASHFLOW FORECAST REPORTS**  
FOR THE YEARS ENDED 2024 TO 2027

BDO.CO.NZ

Regent Theatre Trust Board

## Accountants' Statement – Disclaimer of Liability

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### Scope

We have compiled the financial projections of Regent Theatre Trust Board for the periods ending 30 June 2024 -30 June 2027 on the basis of information provided to us by the Board in accordance with Service Engagement Standard No 2: Compilation of Financial Information issued by the New Zealand Institute of Chartered Accountants.

These are special purpose financial projections. They have been prepared on a basis considered appropriate for management planning purposes only and they may not necessarily follow Financial Reporting Standard No. 29 issued by the New Zealand Institute of Chartered Accountants. Accordingly the financial projections may not be appropriate for any other purpose.

Achievement of the financial projections is dependent upon future events of which the outcomes are uncertain. The actual results may therefore vary significantly from the attached financial projections and no warranty of accuracy or reliability can be given.

We have no responsibility to update this report for events and circumstances which happen after the date of this report.

### Responsibilities

The Board is solely responsible for the information contained in the financial projections and has determined that the assumptions adopted and financial reporting framework used are appropriate to meet their needs and the purpose that the financial projections were prepared.

The financial projections were prepared exclusively for the Boards benefit and we do not accept responsibility to any other person for the contents in them.

### No audit or review engagement undertaken

Our procedures use accounting expertise to undertake the compilation of the financial projections from information provided to us by the Board. They do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed.

### Disclaimer of liability

The financial projections have been compiled for the purposes of the client only, at their request, and neither we nor any of our employees accept any responsibility of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on the compiled financial information.



BDO Manawatu Limited  
Chartered Accountants and Advisers  
32 Amesbury Street  
Palmerston North 4410  
9 February 2024

RegentTheatre Trust Board  
Statement of Financial Performance  
For the year ended 30 June 2024 to 30 June 2027

	<u>Actual '2022-23</u>	<u>Budget '2023-24</u>	<u>Projected '2024-25</u>	<u>Projected '2025-26</u>	<u>Projected '2026-27</u>
<u>TRADING ACCOUNT</u>					
Theatre Operations and Recoveries	604,677	412,980	421,240	429,664	438,258
Regent on Broadway Promotions	8,403	85,000	86,700	88,434	90,203
Event Ticketing Centre	94,782	66,300	67,626	68,979	70,358
Palmerston North City Council Funding	252,363	258,016	270,611	276,023	281,544
Donations and grants received for capital expenditure	41,649	90,000	91,800	93,636	95,509
Donations from Friends of the Regent	-	-	-	-	-
Government subsidy	1,800	-	-	-	-
Total Trading Income	1,003,674	912,296	937,977	956,736	975,871
Gross Income	1,003,674	912,296	937,977	956,736	975,871
<u>Add Other Income</u>					
Interest Received	14,972	7,020	7,160	7,303	7,449
Total Other Income	14,972	7,020	7,160	7,303	7,449
	1,018,646	919,316	945,137	964,039	983,320
<u>LESS EXPENSES</u>					
Theatre Operations	313,770	237,885	242,643	247,496	252,445
Employee related expenses	480,350	535,500	546,210	557,134	568,277
Regent on Broadway promotions	24,295	75,000	76,500	78,030	79,591
Event Ticketing Centre	20,171	10,000	10,200	10,404	10,612
	838,586	858,385	875,553	893,064	910,925
Surplus/(deficit) before depreciation	180,060	60,931	69,584	70,976	72,395
Less Depreciation	86,058	68,516	71,164	73,548	76,193
Surplus/(deficit) from trading	94,002	(7,585)	(1,580)	(2,572)	(3,798)
Taxation	-	-	-	-	-
Net Surplus/(deficit) after tax	94,002	(7,585)	(1,580)	(2,572)	(3,798)

ACCOUNTANTS REPORT

This Statement has been prepared by us for the above client from records, information and instructions furnished by our client. Refer to accompanying Disclaimer and Notes

As our instructions did not include an Audit, we have not audited the statement and therefore neither we nor any of our employees accept any responsibility for the accuracy of the material supplied from which the accounts have been prepared.

Further, the Statement has been prepared at the request of and for the purpose of our client and neither we nor any of our employees accept any responsibility on any ground whatever to any person.

RegentTheatre Trust Board  
Statement of Forecast Cashflows  
For the year ended 30 June 2024 to 30 June 2027

	<u>Actual '2022-23</u>	<u>Budget '2023-24</u>	<u>Projected '2024-25</u>	<u>Projected '2025-26</u>	<u>Projected '2026-27</u>
<u>OPERATING CASHFLOWS</u>					
<u>CASH INFLOWS</u>					
Income Banked	843,960	1,049,140	1,078,673	1,100,247	1,122,251
Interest Received	9,315	7,020	7,160	7,303	7,449
Total Cashflow Inflows	853,275	1,056,160	1,085,833	1,107,550	1,129,701
<u>CASH OUTFLOWS</u>					
Theatre Operations	293,757	273,568	279,039	284,620	290,312
Employee related expenses	480,350	535,500	546,210	546,210	557,134
Regent on Broadway promotions	-	86,250	87,975	89,735	91,529
Event Ticketing Centre	20,171	11,500	11,730	11,965	11,965
Total Cash Outflows	794,278	906,818	924,954	932,529	950,940
Total Operating Cashflows	58,997	149,343	160,879	175,021	178,760
=====					
<u>NON OPERATING CASHFLOW</u>					
Asset Purchases	89,784	80,500	109,250	109,250	115,000
GST Paid IRD	13,040	64,926	87,399	78,567	79,798
Total Non Operating Cashflows	102,824	145,426	196,649	187,817	194,798
=====					
<u>CHEQUE BANK ACCOUNT</u>					
Opening Balance	341,456	297,629	301,545	265,775	252,979
Savings and Investments Income	-	-	-	-	-
Add Operating surplus / (deficit)	58,997	149,343	160,879	175,021	178,760
Add Non-operating surplus / (deficit)	(102,824)	(145,426)	(196,649)	(187,817)	(194,798)
Closing Balance	297,629	301,545	265,775	252,979	236,942
=====					

ACCOUNTANTS REPORT

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Refer Accompanying Disclaimer and Notes

RegentTheatre Trust Board  
Statement of Financial Position  
For the year ended 30 June 2024 to 30 June 2027

	Actual '2022-23	Budget '2023-24	Projected '2024-25	Projected '2025-26	Projected '2026-27
CURRENT ASSETS					
Bank Trading Accounts	297,629	301,545	265,775	252,979	236,942
Accounts receivable	54,987	54,987	54,987	54,987	54,987
Prepayments	16,688	16,688	16,688	16,688	16,688
	369,304	373,220	337,450	324,654	308,617
INVESTMENTS	241,087	241,088	241,088	241,088	241,088
FIXED ASSETS	615,159	616,643	640,478	661,931	685,737
TOTAL ASSETS	1,225,550	1,230,951	1,219,016	1,227,673	1,235,442
CURRENT LIABILITIES					
GST balance	10,210	23,195	12,841	13,145	13,331
Accounts payable	160,002	160,002	160,002	170,926	182,308
Deposits in advance	22,724	22,724	22,724	22,724	22,724
Pat Snoxell Legacy Account (Bequest)	50,000	50,000	50,000	50,000	50,000
	242,936	255,921	245,567	256,795	268,363
TOTAL LIABILITIES	242,936	255,921	245,567	256,795	268,363
NET ASSETS	982,615	975,030	973,450	970,877	967,079
Equity					
Opening balance	888,613	982,615	975,030	973,450	970,878
Income for the year	94,002	(7,585)	(1,580)	(2,572)	(3,798)
TOTAL TRUST FUNDS	982,615	975,030	973,450	970,878	967,080

ACCOUNTANTS REPORT

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Refer Accompanying Disclaimer and Notes



## COMMITTEE WORK SCHEDULE

TO: Culture & Sport Committee

MEETING DATE: 26 June 2024

TITLE: Committee Work Schedule

### RECOMMENDATION TO CULTURE & SPORT COMMITTEE

1. That the Culture & Sport Committee receive its Work Schedule dated June 2024.

COMMITTEE WORK SCHEDULE – JUNE 2024					
Item No.	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction/ Clause number
1.	June 2024	Rural Games – annual presentation	Acting CE Unit Manager		Council 31 May 2023 Clause 88.11-23
2.	June 2024	Final Statement of Intent 2024-2027 – Te Manawa, The Globe and The Regent	Acting CE Unit Manager		Terms of Reference
3.	June 2024	Review of Cultural CCO Boards Remuneration	CE Unit Manager		18 December 2023 Clause 246.11-23
4.	June 2024	Annual progress report on the development of heritage themes, including military heritage, across Council programmes	Chief Planning Officer		10 August 2022 Clause 17.2

5.	<del>June</del> September 2024	Development of conservation plan for Caccia Birch House and property, costed and included in the CBH Masterplan programme of work for 2023/24	Chief Infrastructure Officer	Rescheduled to incorporate the 24/25 Masterplan development	Council 2 June 2021 Clause 50.5-21
6.	<del>June</del> September 2024	Annual report from PN Public Sculpture Trust	Chief Customer Officer	Deferred to provide full update regarding a new MoU and the Unity sculpture	Council 29 April 2019 Clause 36.4
7.	September 2024	Annual report on Maintenance and Renewal Plans and Budgets for Cultural Facilities	Chief Infrastructure Officer		25 June 2018 Clause 19.2
8.	September 2024	Statement of Expectations 2025/28 – Te Manawa, The Globe and The Regent	Chief Customer Officer		Terms of Reference
9.	September 2024	Play Policy Annual Implementation Monitoring Report	Chief Customer Officer		14 April 2021 Clause 12-21
10.	September 2024	Annual Report 2023-2024 – The Regent, The Globe, Te Manawa	Acting CE Unit Manager		Terms of Reference
11.	November 2024	Annual Report: Sport Manawātū 2023/2024 to Palmerston North City Council	Chief Planning Officer		Terms of Reference
12.	June	Review of in-house service	Chief Customer		Council

	2025	delivery of Caccia Birch House	Officer		2 June 2021 Clause 50.7
13.	2025	Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)	Chief Customer Officer		22 November 2023 Clause 43-23
14.	2025	Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts)	Chief Customer Officer		22 November 2023 Clause 43-23
15.	2025	Six Month Performance Report – The Globe, The Regent, Te Manawa	Acting CE Unit Manager		Terms of Reference
16.	2025	Draft Statement of Intent 2025-2028 – The Globe, The Regent, Te Manawa	Acting CE Unit Manager		Terms of Reference

## ATTACHMENTS

NIL