



PALMERSTON NORTH CITY COUNCIL

AGENDA

ATTACHMENTS

CULTURE & SPORT COMMITTEE UNDER SEPARATE COVER

1:00 PM, WEDNESDAY 25 JUNE 2025

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

CULTURE & SPORT COMMITTEE MEETING

25 June 2025

Under Separate Cover

- 9. Response to the recommendations from the 'Canoe Polo Needs Assessment Papaioea Palmerston North - 2025' prepared by RSL Consultants**
 1. Canoe Polo Needs Assessment - Papaioea Palmerston North - 2025 by RSL Consultancy Page 5

- 12. The Regent Theatre Trust - Final Statement of Intent 2025-2028**
 1. The Regent Theatre Trust- Statement of Intent 2025-2028 Page 93

- 13. Te Manawa Museums Trust - Final Statement of Intent 2025-2028**
 1. Te Manawa Museums Trust - Final Statement of Intent 2025-28 Page 113

- 14. The Globe Theatre Trust - Final Statement of Intent 2025-2028**
 1. Globe Theatre Trust Board_ Final Statement of Intent 2025-2028 Page 149



Canoe Polo Needs Assessment

Papaioea Palmerston North - 2025

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About RSL Consultancy

RSL Consultancy undertakes projects and offers strategic advice throughout Aotearoa to enable community well-being. We support organisations to make informed decisions when it comes to their people, facilities, places and spaces. RSL carries out a range of pre-planning work from needs assessments and feasibility reports to business cases. We also work on a range of organisational strategic and operational projects.

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Contents

| | | |
|-----|--|----|
| 1 | Executive Summary | 4 |
| 2. | Introduction..... | 10 |
| 3. | Contextual Overview | 12 |
| 4. | Manawatū Kiwi Canoe Polo Club | 14 |
| 5. | Strategic Context..... | 20 |
| 6. | Summary Demographic Profile | 23 |
| 7. | Supply Analysis | 27 |
| 8. | Hokowhitu Lagoon Assessment..... | 39 |
| 9. | Potential Synergies with other Aquatic Sport..... | 42 |
| 10. | Summary of Need | 45 |
| 11. | Future Provision Options..... | 47 |
| 12. | Conclusions and Recommendations..... | 54 |
| 13. | Appendix 1 – Secondary Data Review | 57 |
| 14. | Appendix 2: Membership Data | 72 |
| 15. | Appendix 3 – Detailed Demographic Data | 73 |
| 16. | Appendix 4 – Detailed Local Facility Information..... | 77 |
| 17. | Appendix 5 – Further Detail on Options Assessments | 81 |

1 Executive Summary

Introduction

Canoe polo is played by two teams of five¹ players on a rectangular, water-based playing pitch of 35mx23m². The playing pitch can either be open water or in a pool. Matches are 20 minutes long, played over two halves of 10 minutes with the aim to score into a goal which is suspended above the water at each end of the pitch.

Canoe polo is a large participation sport within the Manawatū region (when compared to other regions in New Zealand). Manawatū Kiwi Canoe Polo Club is seeking to build a fit-for-purpose, outdoor facility to *"meet the needs of our current membership, develop more opportunities for the game locally and nationally, as well as future-proofing our sport"*³.

The purpose of this report is to provide an independent Needs Assessment regarding the status and requirements of canoe polo in Papaioea Palmerston North. The report is intended to help inform the decision-making of the Manawatū Kiwi Canoe Polo Club (MKCP) Palmerston North City Council (PNCC), Sport Manawatū and other key stakeholders (such as potential funders) regarding future facility options.

Overview of Manawatū Kiwi Canoe Polo Club

Manawatū Kiwi Canoe Polo Incorporated (MKCP) is a not for profit, Incorporated Society that has been operating for over 20 years (previously under the name Kiwi Canoe Polo Incorporated). It serves approximately 300 members (318 in 2024) ranging from intermediate school-aged to players in their 60s and with all levels of skill, from newcomers to high-performance athletes, offering training and competitive opportunities. Its main facility base is Hokowhitu Lagoon, supplemented by use of Freyberg Pool and Makino Aquatic Centre for some activities.

The Palmerston North Canoe Club also has 2 senior canoe polo teams which operate out of Hokowhitu Lagoon⁴. Across the Palmerston North and Manawatū Districts there are also many schools that participate in canoe polo, typically through competitions run by MKCP or Central Canoe Polo. School competitions are mostly based out of Freyberg Pool and Makino Aquatic Centre, and some school-level play occurs at Hokowhitu Lagoon in summer.

MKCP is the second largest canoe polo club in New Zealand, behind Hawke's Bay Canoe Polo with (750 members in 2024). As of 31 December 2023, MKCP members were 21% of the total New Zealand Canoe Polo Association (NZCPA) membership. MKCP has advised that its registration records indicated that approximately 80% of its members live in Palmerston North. The remaining 20% are typically drawn from across the Manawatū, Horowhenua, and Taranaki Districts⁵. MKCP has a strong player base.

MKCP has had some fluctuations in membership levels over the last 10 years but an overall growth trend, with membership increasing by 21% from 263 members in 2014 to 318 in 2024. MKCP is the largest of 7 clubs in the Central Canoe Polo region⁶. Palmerston North provides the significant base of the players in the Central Canoe Polo Region.

¹ Along with up to 3 substitutes per team.

² While 35mx23m is the International Canoe Federation (ICF) pitch standard it is note that often canoe polo ends up being played in smaller areas based on the size of available facilities such as when in a swimming pool. See Appendix 1 for an overview of canoe polo playing pitch requirements.

³ Source: MKCP Facility Concept Outline proposal 6 May 2024 p1. Author: Amy Walters MKCP Club President.

⁴ The Palmerston North Canoe Club part owns the building at Hokowhitu Lagoon (with Palmerston North City Council) and sub-lets storage and use to MKCP. While it has 2 canoe polo teams, the club's main membership base is canoe/kayak/long-boats.

⁵ Some of the players travel from towns such as Ashurst, Levin, Pahiatua, and others.

⁶ The Central Canoe Polo region covers the area from Wellington to Taranaki and across to the Wairarapa.

The main elements contributing to recent growth in MKCP, and demand for access to canoe polo courts in Palmerston North are:

- Regular community participation needs - based on membership numbers, team numbers and the operating programme, MKCP is considered to require year-round access to 4 permanent community courts to operate most effectively.
- Events – national events are considered to require 4 courts. For a World Championship event (or similar) canoe polo require 6 or possibly 8 courts.

Strategic Context

Canoe polo participation data indicates that there is unlikely to be significant latent demand for canoe polo participation locally as current participation levels within the local population are high compared to other areas of New Zealand. While some membership growth may occur (with the predicted 11% increase in the 'canoe polo playing age' population), it is considered more likely to remain stable in the longer term, particularly as school roles stabilise given that currently 69% of MKCP membership is school age participants. It is also noted that facilities can be a driver of participation, and if a new purpose-built facility is provided that may contribute to increased participation demand.

MKCP is a well-established club with a record of positive organisational performance and is a strong contributor to the New Zealand canoe polo scene. The club appears to have effective and passionate leadership and a good level of membership support in a range of volunteer roles. The club has been working to improve its strategic planning, systems and processes to position itself well for potential future facility development. However, a major facility development project will be costly, and the need to secure funds for a capital development will require significant effort, alongside an ongoing need to increase operational funds to support a new operating model.

The concept of a purpose-built canoe polo facility in Palmerston North has positive strategic alignment with a range of national, regional and local planning documents. It is also important to consider the future facility needs of canoe polo in Palmerston North within the context of other canoe polo facilities nationally, regionally and locally.

Summary of Supply and Demand

NZCPA have advised that its desire is to see a progressive upgrade of canoe polo facilities across the country over time, as resources allow. It would like to have 3 national standard canoe polo sites, with 3-4 permanent courts in place. Currently, there are 2 such facilities, Mitre 10 Sports Park in Hastings and Hokowhitu Lagoon, Palmerston North. Currently, these 2 facilities support 74% of the canoe polo membership in New Zealand, this is an indicator of the importance of facilities to the growth and development of canoe polo⁷.

Importantly, NZCPA considers the primary driver of facility development should be to meet the needs for local training and competition, rather than one-off event requirements driving facility development and specifications.

Locally, canoe polo makes significant use of Hokowhitu Lagoon, with training or competition play occurring there daily from October to May each year. Typically, it is used from 5pm-7.30pm Monday – Friday, 9am-7pm Saturday and 9am-5pm Sunday for organised MKCP activities. It is also regularly

⁷ Anecdotally, HBCP have indicated that its positive membership growth is linked to the purpose-built facility development which provided it the capacity to offer more programmes and initiatives.

used by elite athletes for individual training, such as from 6am-8am on Tuesdays and Thursdays. This is considered to be a high intensity of use.

With other users of Hokowhitu Lagoon, including waka ama, canoe, kayak, long-boaters and recreational users there is significant pressure on the site at peak times. Sharing of the lagoon by all current users is essentially a situation of 'compromised co-habitation'. Each group must adjust their ideal set-up and use patterns, to accommodate other users and there are tensions at times.

There are also several other pressing issues that hinder the usability of Hokowhitu Lagoon for MKCP (and other recreational users). The other main challenges with Hokowhitu Lagoon include:

- Space constraints MKCP experience related to the number of permanent courts (3) and the storage and amenity facilities at the site
- Challenges with noise complaints from neighbours and the impact the high intensity of use at the lagoon has on the local neighbourhood
- Water level and water quality concerns (which have been well documented in prior PNCC reports)

There are also other challenges that impact how PNCC can operate and manage the site such as the functionality of the lagoon pump (to help manage water levels), weed growth, bank stability and silting.

MKCP also makes significant use of Freyberg Pool and Makino Aquatic Centre, typically those venues are used in terms 2, 3 and 4 (at varying levels) as they provide a warmer environment in winter. The pool venues provide undersized courts so are generally used for Intermediate and Secondary School competitions.

Future Facility Options

While there is some potential capacity at pools, such as Freyberg and Lido, for additional canoe polo activity the limitations of these facilities (court size) and the costs associated with facility hire make them less attractive to MKCP than using Hokowhitu Lagoon currently. This contributes to the very intense levels of canoe polo activity at Hokowhitu Lagoon.

However, the current operational environment of the Hokowhitu Lagoon and pool-based venues in Palmerston North is not providing the ideal conditions for MKCP. The challenges and pressures which exist at the Hokowhitu Lagoon site, including water quality considerations, and compatibility issues mean remaining at Hokowhitu Lagoon is not a viable long-term option for canoe polo⁸.

The potential to partner with other aquatic sports in a future facility development was also considered. Unfortunately, it was apparent that there is limited potential to successfully partner with other water-based sports unless a large water body site was secured. Activities such as waka ama, other canoe and kayak disciplines including long-boats all need longer areas (minimum of 500m, ideally 750m or longer) in which to train. Other water-based sports users which may be able to use a purpose built canoe polo venue, depending on its configuration (with additional off-court water space required) would likely only be canoe slalom (low numbers in the area) and potentially triathlon and open water swimmers for training purposes.

The benefits of relocating all regular canoe polo activity off Hokowhitu Lagoon, through investment in a purpose-built canoe polo facility in the Palmerston North area, will have direct benefits beyond the MKCP membership. There would be benefits to canoe polo participants across the Central Canoe

⁸ This includes MKCP activities, as well as other canoe polo activity such as the Palmerston North Canoe Club canoe polo teams.

Polo Region and for canoe polo at a national level. Beyond that, when wider factors are considered, such as community relationships and water quality, it is also apparent that some wider benefits to the local community may be accrued if all regular canoe polo is relocated off Hokowhitu Lagoon.

In a limited funding environment, it is not considered realistic or sustainable to build facilities just to meet one-off event specifications. NZCPA has also confirmed its priority for future facility development is to see 3 to 4 court venues that meet local, regular use needs (in the first instance), rather than to develop facilities based on events. In Palmerston North, it is considered that local canoe polo needs can be effectively met through the provision of a 4-court community canoe polo facility. Depending on the spatial capacity of potential locations, the ability to expand to an increased number of courts in the long-term may also be desirable.

In the short-term, while pool-based facilities have limitations, such as providing reduced court sizes, and often only being available at undesirable times (late at night), demand means that some further use of pools will be needed to manage canoe polo activity levels in Palmerston North. There are 4 current pool venues that may be able to accommodate some additional canoe polo use⁹. It is expected that a combination of programme changes by MKCP, and additional pool-based water access will be required in the short-term.

There are challenges in comparing different facilities and projecting the potential capacity of a venue. However, based on other examples, it is considered the ideal solution to current operational issues, and the current and future needs of canoe polo is to relocate all regular activity to a dedicated 4-court community canoe polo venue that supports local, community canoe polo participation and enables national, regional and local level events.

To host larger events there may be options to access to another 4 courts on a temporary basis or expand the permanent courts (if required) in future for major events (depending on the site capacity). This could be achieved by maintaining a right for canoe polo to use temporary courts at Hokowhitu Lagoon for a specified number of events per year¹⁰. To be able to host significant international canoe polo events in New Zealand it may even be possible to offer hosting across both Hawke's Bay and Palmerston North. That is a matter for NZCPA to determine.

The 3-stage options assessment process undertaken for this report has confirmed that there are 6 possible sites available in the Palmerston North area to develop a 4-court community canoe polo facility. These options are:

- Public land (under PNCC or Horizons Regional Council ownership)
- Land under education ownership
- Private owned land/water sites with development potential (lease or purchase)

Each of the location options has different potential advantages and disadvantages, including related to the potential costs of each scenario. For example, any option that requires land/site purchase would be a more costly scenario but may have more potential for partnerships with other aquatic users, for events and for future expansion if required.

While the location options require further investigation, the fact that Massey University is developing a new site Masterplan in 2025, provides a prime opportunity to test the potential of that location for a canoe polo development. With existing infrastructure at the campus which could support canoe polo activity (such as car parking, gym facilities including toilets and showers) and other sports facilities

⁹ These are Freyberg Pool and Makino Aquatic Centre (increase current use levels) and Splashhurst Pool and Lido Aquatic Centre (start using).

¹⁰ This may be based on specific conditions covering days and times of use.

with public use, (indoor courts, outdoor courts, sports fields, and other assets) there is potential to create a major sports hub on the campus.

MKCP appears to have the desire and capability to progress a significant facility development project. However, to be successful, it will need significant support from key funders and partner organisations. A detailed feasibility and business case will need to be undertaken to confirm a preferred development site, along with the optimum governance, operating and financial model of a purpose-built canoe polo venue.

1.1. Recommendations

1. In the short-term, make changes to venue use to help manage facility access demands including:
 - a) Permit the goals in the overflow area at Hokowhitu Lagoon to be in place during the peak season (October – April)
 - b) Explore programming changes to optimise existing venue use (where possible)
 - c) Secure increased access hours to pools to support regular training and game play.
2. That a 4-court community canoe polo facility is developed as a long-term solution for canoe polo needs in Palmerston North.
3. Once a 4-court community canoe polo facility is developed, that all regular canoe polo activity is relocated off Hokowhitu Lagoon.
4. That PNCC should continue to make Hokowhitu Lagoon available as a one-off events venue (when required), for occasional canoe polo tournaments which require more than 4 courts. PNCC may wish to limit this to a set number of events per annum with specific operating days and hours as agreed conditions.
5. That a detailed site assessment is undertaken of all 6 potential locations, to identify the preferred site(s) for progressing to a feasibility study. This would include having initial conversations with landowners as an early step as these discussions may exclude some locations from further consideration, prior to undertaking a full feasibility study.
 - a) One of the options recommended for detailed assessment is Massey University. As Massey University is undertaking a master planning exercise in 2025 it would be advantageous to engage with Massey to explore the potential opportunity for a community canoe polo facility as part of the master plan work.
6. In parallel (or following the completion of) Recommendation 5, a feasibility study is undertaken which explores the confirmed, preferred site(s) for the development of a 4-court community canoe polo facility.

"In a flurry of foam and paddles, the ten canoe polo players outfitted in face guards, helmets and body armour look like aquatic gladiators. But the hard-hitting action of canoe polo justifies every piece of protective gear they wear. From the very first whistle, the two teams of five fight over possession of the ball, no player being allowed to keep it for more than five seconds before passing to a team mate using his or her hands or paddle....or before scoring a goal. Tackling a ball holding player - including their high-tech kayak is also permitted!"

- Description of Canoe Polo from 2017 World Games (courtesy of Burnside Canoe Polo Club)

2.Introduction

2.1. Purpose

Canoe polo is a large participation sport within the Manawatū region (when compared to other regions in New Zealand). Manawatū Kiwi Canoe Polo Club is seeking to build a fit-for-purpose, outdoor facility to “*meet the needs of our current membership, develop more opportunities for the game locally and nationally, as well as future proofing our sport*”¹¹.

The purpose of this report is to provide an independent Needs Assessment regarding the status and requirements of canoe polo in Papaioea Palmerston North. The report provides key stakeholders with insights into the current and future needs and facility requirements of canoe polo (along with other potential complementary users) in the area.

The report is intended to help inform the decision-making of the Manawatū Kiwi Canoe Polo Club (MKCP), Palmerston North City Council (PNCC), Sport Manawatū and other key stakeholders regarding potential future facility options.

2.2. Methodology and Scope

The process of developing the Needs Assessment included the following:

- Project initiation workshop and ongoing engagement with the project working group.
- Secondary data review and consideration of strategic alignment with local, regional and national direction.
- An assessment of participation trends, the Hokowhitu Lagoon site and other relevant facilities.
- Supply analysis of canoe polo facilities nationally and locally.
- Engagement with Manawatū Kiwi Canoe Polo to understand its needs and ability to implement any identified options.
- Engagement with a range of stakeholders including mana whenua and other aquatic users, particularly those who use Hokowhitu Lagoon.
- Preparation of a summary of needs.
- Development of, assessment and prioritisation of future options
- Development of draft and final reports.

¹¹ Source: MKCP Facility Concept Outline proposal 6 May 2024 p1. Author: Amy Walters MKCP Club President.

MCKP Vision:

“To be recognised as a premier canoe polo club that inspires passion for the sport, cultivates a culture of excellence, camaraderie and respect on and off the water, while contributing positively to the growth and development of canoe polo at local, national and international levels”.

- MCKP Strategic Plan 2024-2029

3. Contextual Overview

3.1. What is Canoe Polo

Canoe polo is a relatively niche sport. The first recorded game in New Zealand was held in Gisborne in 1961. At that time, it was an add-on activity for canoe clubs. The sport is played by two teams of five¹² players on a rectangular, water-based playing pitch of 35mx23m¹³. The playing pitch can either be open water or in a pool. Matches are 20 minutes long, played over two halves of 10 minutes with the aim to score into a goal which is suspended above the water at each end of the pitch. The ball in canoe polo is the same that is used in water polo and can be controlled by hand or by paddle. It can be passed between players by hand, or the flick of a paddle and both the kayaks and paddles used are specifically designed for canoe polo. It is an intense sport with fast-paced action in a relatively small area so body protection including helmets and faceguards are required.

3.2. Overview of New Zealand Canoe Polo Scene

3.2.1. Background

New Zealand Canoe Polo Association Inc. (NZCPA) is the national governing body for canoe polo in New Zealand. It was registered as an incorporated society in 1995 and is affiliated to the International Canoe Polo Federation through its membership with the New Zealand Canoe Polo Federation. The mission of NZCPA is to promote and encourage all aspects of canoe polo in New Zealand for the future of the sport and its participants. More recently it has added the role of supporting the preservation of the natural canoeable waterways of New Zealand to its mission statement.

Key activities undertaken by NZCPA include:

- Delivery of national inter-club competitions
- Development of young players
- National school competitions
- Selection of national representative teams
- Refereeing development
- High performance development and coaching development.

NZCPA is largely a volunteer-run organisation with two part-time paid positions within the organisation.

While a minority sport they have a record of positive outcomes:

- 2024 – New Zealand Women's Team won the World Champs in China
- 2022 - U21 Men's team won the Junior International Champs in Belfast and the U21 Women's Team finished 3rd at the same event
- 2022 - U21 Women's team won the U21 category of the World Champs in France.

¹² Along with up to 3 substitutes per team.

¹³ While 35mx23m is the International Canoe Federation (ICF) pitch standard it is note that often canoe polo ends up being played in smaller areas based on the size of available facilities such as when in a swimming pool. See Appendix 1 for an overview of canoe polo playing pitch requirements.

3.2.2. National Canoe Polo Membership

Membership is identified under the following categories:

- Adult
- High school
- Primary/intermediate
- Non-playing volunteers.

These categories are used to record the membership of the 21 clubs, across 5 canoe polo regions affiliated to NZCPA. NZCPA membership peaked at 1,724 in 2019, however declined by 18% in 2020 due to the impact of COVID, losing 3 clubs, and with membership falling to 1,419. As at 31 December 2023 membership sat at 1,438, up 3% from 2022. Between them, Manawatū Kiwi Canoe Polo and Hawke's Bay Canoe Polo Club membership numbers make up 74% of NZCPA members.

4. Manawātū Kiwi Canoe Polo Club

4.1. Background

Manawātū Kiwi Canoe Polo Incorporated (MKCP) is a not for profit, Incorporated Society. MKCP is a well-established club which has been operating for over 20 years (previously under the name Kiwi Canoe Polo Incorporated). It serves approximately 300 members (318 in 2024) ranging from intermediate school-aged to players in their 60s and with all levels of skill, from newcomers to high-performance athletes, offering training and competitive opportunities.

MKCP has many members who are playing at NZ representative level both as NZ representatives or representing MKCP at international competitions such as Oceania Championships and World events. For example, in September 2024 the MKCP Valkyries (women's team) and MKCP Vikings (men's team) won gold and silver respectively at the Asia Pacific Club Championships in China.

4.2. Facility Development Desires

MKCP is seeking to build a fit-for-purpose, outdoor facility to “*meet the needs of our current membership, develop more opportunities for the game locally and nationally, as well as future proofing our sport*”¹⁴. Their vision is to have “*a facility that caters for all our players and their sporting aspirations, to be able to play and train at a facility without restrictions imposed by space, water quality and occasional opposing neighbours. We are keen for Manawātū to remain competitive as a venue space for hosting regional and national events*”¹⁵.

4.3. Membership

MKCP is the second largest canoe polo club in New Zealand (318 members in 2024) behind Hawke's Bay Canoe Polo which had 750 members in 2024. As at 31 December 2023 MKCP members were 21% of the total NZCPA membership. MKCP has advised that its registration records indicated that 80% of their members live in Palmerston North. The remaining 20% are typically drawn from across the Manawātū, Horowhenua, and Tararua Districts¹⁶. MKCP has a strong player base, with relatively consistent, and growing membership over time. This section provides a summary of key membership statistics. Appendix 2 provides a more detailed breakdown of membership data.

MKCP has had some fluctuations in membership levels over the last 10 years but an overall growth trend. Across the 10 year period, membership has increased by 21% from 263 members in 2014 to 318 in 2024. Initial registrations for 2025 indicate there will be 140-170 people who will be regularly playing from October to June at Hokowhitu Lagoon. An additional 180-200 people (school students) will begin playing in Term 2 at Freyberg and Makino pools. By Term 2 2025 it is expected that approximately 320 plus people (all ages) will be playing canoe polo with MKCP in Palmerston North. Note: Palmerston North Canoe Club also has approximately 20 canoe polo players, those players are not included in the MKCP membership data.

¹⁴ Source: MKCP Facility Concept Outline proposal 6 May 2024 p1. Author: Amy Walters MKCP Club President.

¹⁵ Ibid.

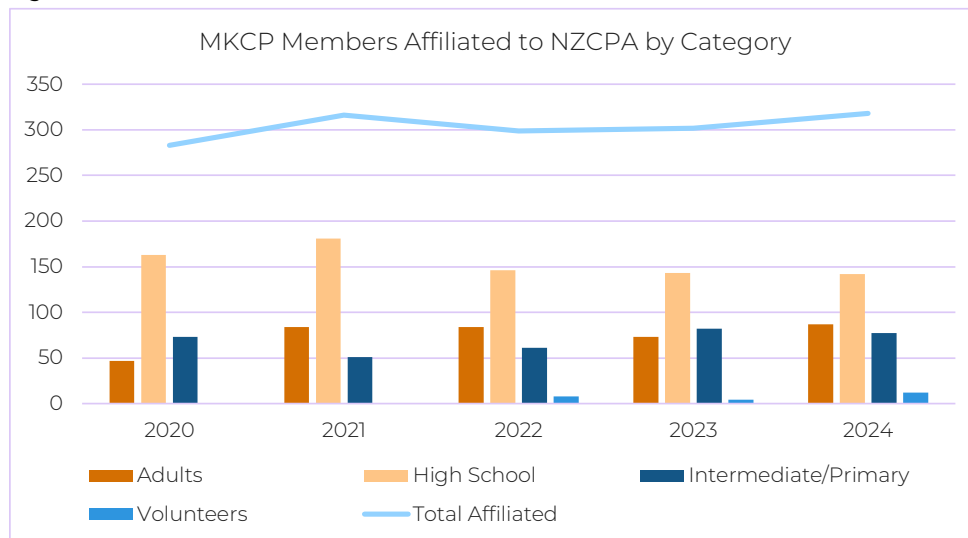
¹⁶ Some of the players travel from towns such as Ashhurst, Levin, Pahiatua, and others.

Figure 4.1: MKCP Membership 2014 - 2024



A more detailed breakdown of membership by various membership categories over the 2020 to 2024 period is provided in Figure 4.2.

Figure 4.2: MKCP Members Affiliated to NZCPA 2020-2024



Overall, there is a strong base of players in each of the main categories (adults, high school and Intermediate/primary). Key trends in the affiliation data include:

- There is a steady or slightly increasing membership across the categories with most fluctuation occurring in high school membership.
- **Adults** consistently make up a significant portion of the members ranging between 17% and 28% of members. Adult membership reached a high of 87 members in 2024.
- **High school** members show a noticeable increase to 181 members in 2021 before stabilising in subsequent years at around 140. They comprise 45% of the total membership in 2024.
- **Intermediate/Primary** members have also fluctuated between 51-82 members across the 4 years. They comprise 24% of the total affiliated members in 2024.

- **Volunteer** data was not gathered until 2022. It is the smallest group of affiliated members.
- The **total affiliated members** (represented by the line graph) show a slight increase across the 2020 to 2024 period, with a small dip in 2022 followed by recovery in 2023 and 2024.

Not all school-age participants are affiliated to NZCPA. Many participate in the local, school-grade competitions only, while some of those participants also compete in National League graded teams.

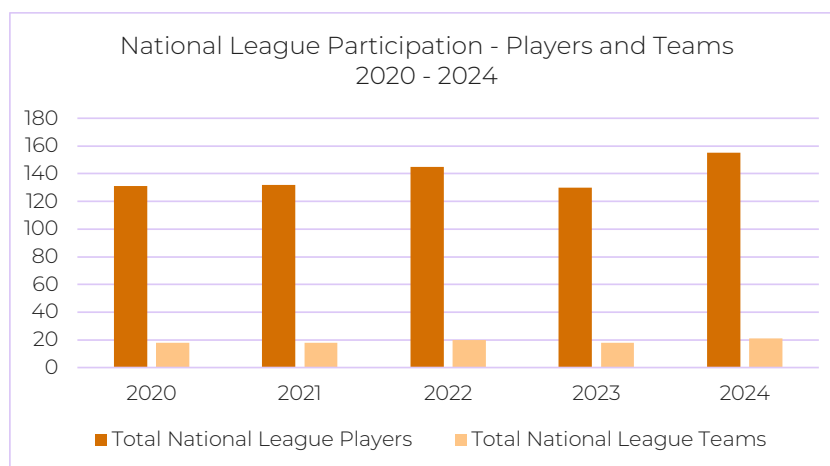
The number of players participating in school grade competitions has declined slightly over the 2020-2024 period from a high of 265 (2021) down to 219 participants in 2024. Some secondary school players represented their school as shown in the NZSSSC data.¹⁷

Table 4.1: School Canoe Polo Participation 2020-2024 MKCP and NZSSSC

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------------|------|------|------|------|-------------|
| MKCP School Grade Participants | 236 | 265 | 230 | 216 | 219 |
| NZSSSC School Representatives | 174 | 191 | 160 | 175 | Unavailable |

MKCP also provided data on National League Participation by grade and team membership for the 2020 – 2024 period. This is summarised in Figure 4.3.

Figure 4.3: National League Participation Players and Teams 2020-2024



Overall, the membership and number of teams competing within the national league have been fairly steady. There was a surge in membership and therefore team numbers in 2022, followed by a resettling to prior levels in 2023 before another increase in 2024 to reach a peak of 155 national league players participating in 21 teams. This equates to an increase in the range of 16%-18% in national league team and player numbers over the 2020-2024 period. A more detailed breakdown of this data is provided in Appendix 2.

4.3.1. MKCP Elite Players

MKCP is known for having a strong base of elite players. It has had many team members in NZ Squads and MKCP teams have themselves competed at World Club events.

¹⁷ Data sourced from NZSSSC Census

A large contingent of Manawatū players were in the New Zealand women's canoe polo team that won the world championships in 2024¹⁸.

NZCPA has advised that Hokowhitu Lagoon is often utilised for national squad training camps, in part because most high-performance players are based in the Central Canoe Polo region.

It is expected, that given the strong base of players in MKCP the club will continue to have elite players representing both the club and New Zealand at international events into the future.

4.4. High-Level Capability Assessment of MKCP

This is not a feasibility study and therefore, detailed consideration of the financial position and capability of the MKCP club has not been undertaken. However, a high-level capability assessment has been completed based on interviews with senior club members, reviewing club membership, financial records and planning documents along with considering views on MKCP from relevant organisations such as NZCPA.

4.4.1. MKCP Strengths and Opportunities

- A well-established club that has been successfully operating for over 20 years.
- Focus on growing volunteers - bringing new people into manager, coach and support roles.
- Solid financial performance
- Low-cost approach to operations – focused on high participation model and minimising operational costs as the basis of current financial sustainability.
- Some effective, low-cost systems in use (such as Google Docs, Xero) and use of members' skills to support operations such as a volunteer developing a booking system for Hokowhitu courts.
- Strategic Plan is guiding club operations – operating under their first formal, written strategic plan (previously informal). MKCP is seeing benefits of the formalised plan.
- Working to improve policy and procedures
- Awareness of the need to increase financial base, membership fees, sponsorship, other funding sources to sustainably operate a fit-for-purpose canoe polo venue.
- NZCPA considers MKCP to be highly capable, with experienced volunteers (especially in event delivery).

4.4.2. MKCP Weaknesses and Threats

- Strong reliance on key members who have been on club/regional committee for many years - no clear, formal succession plan (people tend to move from coach to coordinator to committee roles).
- 16 committee members (plus 2 coming on) – this is a very large committee size but appears to work for MKCP by spreading the volunteer load which may assist with succession.
- No clear, documented risk management processes such as no risk register.
- No current commercial sponsors – but the club has not been seeking them, in part as they expect to need to secure financial support for facility development.
- Taking on a facility ownership/management role is a significant additional long-term responsibility and change of direction for the club (i.e. no longer low-cost model).

¹⁸ See <https://www.stuff.co.nz/nz-news/360460352/nz-women-win-world-canoe-polo-title> for more details.

In summary, MKCP is a well-established club with a record of positive organisational performance and is a strong contributor to the New Zealand canoe polo scene. The club appears to have effective and passionate leadership and a good level of membership support in a range of volunteer roles. The club has been working to improve its strategic planning, systems and processes to position itself well for potential future facility development. However, a major facility development project will be costly, and the need to secure funds for a capital development will require significant effort, alongside an ongoing need to increase operational funds to support a new operating model.

4.5. Other Canoe Polo Activity in the Region

MKCP is the largest of 7 clubs in the Central Canoe Polo region¹⁹. With 318 members (2024) it is approximately 6 times the size of the Taranaki Canoe Club, the next largest club in the region. With the Palmerston North Canoe Club also having a canoe polo team it is clear that Palmerston North provides the significant base of the players in the central canoe polo region.

Table 4.2: Central Region Canoe Polo Clubs and Membership

| Club | Membership (2024) |
|-----------------------------------|-------------------|
| Manawatū Kiwi Canoe Polo | 318 |
| Taranaki Canoe Club | 51 |
| Wellington CP Association | 48 |
| Ōtaki Canoe Club | 47 |
| Horowhenua CP Club | 29 |
| Palmerston North Canoe Club | 22 |
| Wairarapa Paddlers | 16 |
| TOTAL Central Region Members 2024 | 531 |

4.5.1. Secondary School Representative Water Based Participation in Manawatū

The NZ Secondary School Sports Council's (NZSSSC) annual census provides a breakdown of those secondary school students in Manawatū representing their school in sport. Table 4.3 shows the number of representatives in water-based activities and the percentage of those representing their school in water-based activities year on year. There has been no representative participation in any other water-based activities such as rowing, canoe, kayak, underwater hockey over the four years. This data confirms that canoe polo is the most popular water-based activity of secondary school students in Manawatū who are representing their school in inter-school competitions rather than participating in MKCP school leagues.

¹⁹ The Central Canoe Polo region covers the area from Wellington to Taranaki and across to the Wairarapa.

Table 4.3: Secondary School Representative Water-Based Participation in Manawātū

| Activity | 2020 | | 2021 | | 2022 | | 2023 | |
|---|-------|-----|-------|-----|-------|-----|--------|-----|
| Total Secondary School Sports Representatives | 9,045 | | 9,641 | | 9,712 | | 10,207 | |
| Water-based Activity Representation | No. | % | No. | % | No. | % | No. | % |
| Canoe Polo | 174 | 1.9 | 191 | 2 | 160 | 1.7 | 175 | 1.7 |
| Waka Ama | 29 | 0.3 | 45 | 0.5 | 13 | 0.1 | 66 | 0.7 |
| Water Polo | 46 | 0.5 | 44 | 0.5 | 26 | 0.3 | 43 | 0.4 |
| Swimming | 73 | 0.8 | 95 | 1 | 80 | 0.9 | 108 | 1.1 |
| Triathlon/Duathlon | 19 | 0.2 | 25 | 0.3 | 28 | 0.3 | 7 | 0.1 |

5.Strategic Context

The strategic alignment for this project has been confirmed through a review of relevant national, regional and local planning documents. The overall level of strategic alignment with key planning documents is summarised below.

5.1. Summary of Relevant Strategic Documents

| Strategic Document | Key Points | Relevance |
|---|--|-----------|
| National Significance | | |
| Sport NZ Strategic Plan 'Every Body Active' 2024-2028. | <ul style="list-style-type: none"> Focuses on Increased frequency, intensity, time, and type of participation in physical activity and sport and enhanced experience or participants, supporters, volunteers, and workforces. <p>A dedicated fit for purpose canoe polo facility may provide more opportunities for people to participate in canoe polo and free up space for other water sports at Hokowhitu Lagoon.</p> | Medium |
| NZ Spaces and Places Framework, Sport NZ 2024 | <ul style="list-style-type: none"> The Framework identifies challenges and opportunities that need to be addressed: <ul style="list-style-type: none"> Affordability Urban development and growth Improving environmental sustainability and climate resilience Changing demand Improving functionality <p>Most of these opportunities and challenges have been addressed in this Needs Assessment</p> | Medium |
| Environment Sustainability Guidelines Sport NZ 2024 | <ul style="list-style-type: none"> The Guidelines recommend consideration of environmental sustainability at all stages of facility development – inception, design, construction, and operation. <p>Consideration of water quality issues and mitigations at Hokowhitu Lagoon in this Needs Assessment will support the philosophy of the Guidelines. It is possible that a new fit-for-purpose facility could be developed with strong attention to the guidelines in an effort to improve sustainability outcomes.</p> | Medium |
| Sport New Zealand Disability Plan. Play, Active Recreation & Sport (2019) | <ul style="list-style-type: none"> Identifies that disabled young people are less likely to participate in play, sport, and recreation activities. <p>A dedicated fit for purpose canoe polo facility may provide more opportunities for people with disabilities to participate in canoe polo.</p> | Low |
| Women and Girls in Sport and Active Recreation Strategy (2018) | <ul style="list-style-type: none"> Vision: "Enabling women and girls to realise their potential in and through sport and active recreation." Priority areas: Leadership, participation, value, and visibility. A dedicated fit for purpose canoe polo facility and additional court may provide more opportunities for women and girls to participate in canoe polo. | Medium |
| Regional Significance | | |

| Strategic Document | Key Points | Relevance |
|---|--|-----------|
| <p>He rā ki tua</p> <p>Horizons Region Spaces and Places Plan for Sport and Recreation October 2023</p> | <ul style="list-style-type: none"> Provides a high-level strategic framework to guide future decision making at both a regional and district level. There is no reference to canoe polo in the report. However, the report notes high demand pressures on indoor aquatics space, particularly deep water. The proposed action is to implement the recommendations of the Palmerston North City Aquatic facilities and Water-based Recreation Needs Assessment referred to below. <p>This needs assessment will provide the independent assessment sought by planners and decision makers regarding the facility needs of canoe polo.</p> | High |
| District Significance | | |
| <p>Palmerston North City Aquatic Facilities and Water-based Recreation Needs Assessment August 2023 version 2 (revised February 2024)</p> | <ul style="list-style-type: none"> The Needs Assessment identifies the need for, timing of, and type of public aquatic facilities or key steps required to enable an appropriate aquatics network for the City to meet need and demand. A recommendation relating to Hokowhitu Lagoon under the heading <i>Partnership low investment opportunities – 2023-2026</i> is Hokowhitu Lagoon water quality, weed management and improvement to storm water inflow. A recommendation relating to canoe polo under the heading <i>Significant investment opportunities – 2027 beyond</i> is to explore the development of an artificial canoe polo outdoor courts facility. Another recommendation that has potential direct benefit and relevance to canoe polo is: Lake Opportunities - Council investigates opportunities for the future access and/or purchase of artificial lakes (significant investment opportunity 2027 beyond – identify opportunities, feasibility assessment). The report notes to meet demand all operational and upgrade/repurpose options are to be explored before developing new facilities. The report also includes a range of recommendations that relate to pool-based facilities which could have some benefit to the available capacity for canoe polo activity within pools, including: <ul style="list-style-type: none"> Morning pool space optimised for sports groups. School pool access during summer months Network resilience – strategic school pool investment (develop seasonal school pools into all year-round community accessible pools) Lido 50m pool enclosure – fitness, leisure and sports training facility (feasibility assessment) Lido 25m Indoor Pool replacement – fitness, leisure and sports training and events facility | High |

| Strategic Document | Key Points | Relevance |
|--|--|-----------|
| | <p>(feasibility assessment for replacement with 50m pool)²⁰.</p> <p>This Needs Assessment is responding to the facility investigation recommendation and considering the recommendation relating to Hokowhitu Lagoon as part of that process. Other recommendations in the strategy, such as those related to pool network improvements could have benefits for canoe polo, at least in the short term.</p> | |
| <p>Review of the Palmerston North Sections of the 2018 Manawatū-Whanganui Regional Sport Facility Plan October 2022</p> | <ul style="list-style-type: none"> • This Review considered the Palmerston North specific components of the 2018 Manawatū-Whanganui Regional Sport Facility Plan (RSFP). • The review looked at what had/had not been achieved and any gaps that should be considered when the wider review of the RSFP is undertaken. • Water sport facility recommendations include: <ul style="list-style-type: none"> ◦ The provision of outdoor water sport facilities are considered part of the planned review of the aquatics network ◦ Maintain the Hokowhitu Lagoon as a multi-sport outdoor facility in Palmerston North. <p>The Needs Assessment directly addresses those recommendations.</p> | High |

A more detailed description of the strategic documents referred to above is in Appendix 1 – Secondary Data Review.




²⁰ It is noted that canoe polo has expressed an interest in making use of a suitable year-round 50m pool facility if one became available as part of the potential aquatic network upgrades recommended.

6. Summary Demographic Profile

As the majority (approximately 80%) of MKCP members are based in the Palmerston North City area, the main focus of the demographic analysis is on Palmerston North city. The demographic data for Palmerston North summarised in this section is from information supplied by Palmerston North City Council (PNCC). The projections are based on the 30-year period from 2024 to 2054.

However, as the canoe polo facility in Palmerston North is considered to be a regional facility, it is important to also consider the population of the wider Sub-Region when assessing the likely demand for canoe polo in the future. For the purposes of this report, the Sub-region is considered to be the territorial authorities of Palmerston North City, Manawatū district, Rangitikei district, Horowhenua district and Taraua district.




6.1. Palmerston North Demographic Profile

| Demographic Highlight ²¹ | | Impact on Canoe Polo and Aquatic Participation |
|---|---|---|
|  | The population of Palmerston North is expected to increase from 95,133 in 2024 to 117,695 in 2054. This is a projected increase of 22,562 people or 24%. | This will increase the total number of people wishing to participate in sport and active recreation generally which may translate into canoe polo participation. |
|  | The population of the Sub-Region is projected to increase from 203,245 in 2024 to 265,297 in 2054. This is a projected increase of 31% or over 62,000 people ²² . | As the canoe polo facility in Palmerston North is considered to be a regional facility, it is important to consider the population of the whole Sub-Region when assessing the likely demand for canoe polo in the future. |
|  | While nearly two-thirds (64%) of the Palmerston North population identified as European in 2024, it is expected to become more ethnically diverse over time ²³ . By 2054, 54% of the population will identify as European, 21% Māori, 18% Asian, and 7% Pacific. The population of those identifying as Asian is projected to almost double to 27,500. | The participation preferences of various ethnic groups can vary. It is not clear if a more diverse population will be specifically interested in canoe polo participation. |

²¹ Source: Palmerston North Population and Household Projections – 2023, supplied by Palmerston North Council.

²² The sub-region data includes the Palmerston North data, along with demographic information for Rangitikei, Taranui and Manawatū district (sourced from Infometrics - High Projections) and Horowhenua data (sourced from Sense Partner Projections 95 Percentile).

²³ The totals of the ethnic populations can add to more than the total population as individuals can identify as more than one ethnicity.

| | | |
|---|---|---|
|  | <p>The playing-age population (considered to be 10-44 years for canoe polo) is expected to increase by 5,019 people or 11% between 2024 and 2054.</p> | <p>An increase in the total number of people wishing to participate in aquatic activities, including canoe polo can be expected. Although it is noted that school rolls are expected to stabilise and 69% of MKCP membership is school-aged. (see Section 6.3).</p> |
|  | <p>The population of Palmerston North is expected to age. While the population of all age groups is expected to increase, the older age groups are expected to see the greatest increases. The population of those aged 45 years and over is expected to increase by 47%.</p> | <p>There will be more demand for warm water aquatic leisure experiences from the older population.</p> <p>Increased pressure on the use of current indoor, heated aquatic facilities for leisure and recreation can be expected, which may reduce the availability for aquatic sports such as canoe polo.</p> |
|  | <p>By 2054 it is expected that the population in Palmerston North will be reasonably evenly spread (from 12% to 21%) across all age groups.</p> | <p>There will be an ongoing need for sport and recreation spaces and places that can cater to a range of activities, ages and abilities. Canoe polo will be one of the aquatic sports with ongoing facility access needs.</p> |

Refer to Appendix 3 for Detailed Demographic Data.

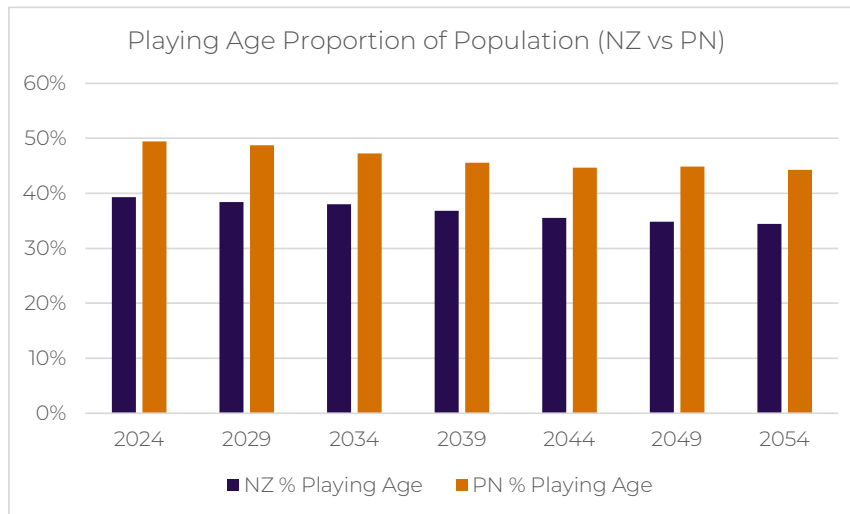
6.2. Playing Age

One of the influencers of the demand levels for aquatic sports including canoe polo is the proportion of a population that is of 'playing age' in a community. For the purposes of this report 'canoe polo playing age' has been determined as 10-44 years as canoe polo participation typically starts at Intermediate School age and players can continue into masters categories (such as 35+ and 45+ ages)²⁴. This is a different 'playing age' than many other sports which often start at 5 years of age.

Demographic data shows that, compared to New Zealand as a whole, Palmerston North has a relatively younger age demographic and therefore a higher proportion of the population in the 'canoe polo playing age' compared to the rest of New Zealand. In 2024 the population group aged 10-44 made up nearly half (49%) of the population, in 30 years' time, while this group is growing, it will make up only 44% of the population. This may influence the demand for canoe polo participation in the area.

²⁴ It is noted that some participants do continue to play into older ages but the majority are within the 10-44 years.

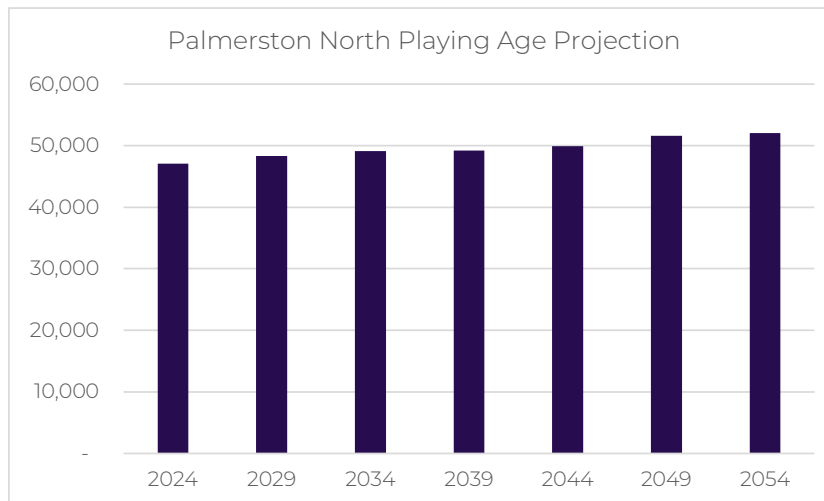
Figure 6.1: Playing Age Proportion of Population (NZ vs Palmerston North)



Source: Palmerston North Population and Household Projections – 2023

In keeping with the projected increase in the total population of Palmerston North from 2024-2054, the playing age population (10-44 years) is expected to increase by 11% or 5,019 people.

Figure 6.2: Palmerston Playing Age Population Projection (10-44 years)



Source: Palmerston North Population and Household Projections – 2023

6.3. School Roll Expectations

With approximately 69% of the MCKP membership being comprised of school students²⁵ it is important to consider potential future growth in the context of expected school rolls. While specific detail for Palmerston North and surrounding schools is unavailable, national projections are²⁶:

The total regular school roll in New Zealand is projected to increase from 821,146 FTE students in 2023 to a projected peak of 827,834 in 2025, before falling back to 813,788 in 2028, a slight decrease of 0.9% over the five-year period. Beyond 2028, the total school roll is projected to decrease, falling by around 26,680 from 813,788 in 2028 to 787,109 in 2033. Reductions are expected to be experienced in both primary (2.8%) and secondary (4.0%).

This 'short-term rise, longer-term fall' pattern can be attributed mainly to a mini 'baby-boom' of larger birth cohorts, which peaked in 2007 and 2012 (above 60,000 annually) and are now moving through the secondary years of their education journey before ultimately leaving the schooling system. As a result, the overall school population will drop primarily based on lower births in subsequent cohorts.

The impact of higher net migration in 2023 and projected migration in the following three years have raised the total projected school roll to a higher level than projected in the 2022 national school roll projections, but do not change the future trend significantly.

6.4. Demographic Conclusion

In summary, it is notable that the 'canoe polo playing age' proportion of the Palmerston North population is consistently greater than that of New Zealand as a whole, this is reflected in the greater membership numbers that MKCP has compared to many other canoe polo clubs in New Zealand. In real terms it is expected that the playing age population (10-44 years) of Palmerston North will increase by over 5,000 in the 30 years to 2054.

It is also apparent that a stabilisation, or a slight reduction in school rolls can be expected between 2025 and 2033 indicating that student-age canoe polo participant numbers are likely to remain stable or decline into the future. With 69% of the current MKCP membership being school-age participants, this indicates that future MKCP membership levels can be expected to be directly influenced by school roll levels.

Overall, the data indicates that there is unlikely to be significant latent demand for canoe polo participation locally (as it is currently high). While some membership growth may occur (with the increase in the 'canoe polo playing age' population), it is considered more likely to remain fairly stable in the longer term as school roles stabilise.

²⁵ Note that the 2020-24 period saw a 7% decline in the school grade membership/participation, although an increase in adult membership.

²⁶ www.educationcounts.govt.nz

7. Supply Analysis

It is important to consider the future facility needs of canoe polo in Palmerston North within the context of other canoe polo facilities nationally and regionally. NZCPA does not have a national canoe polo facility plan or formal facility hierarchy. However, NZCPA has advised how it currently categorises venues, and its future desires for canoe polo facilities nationally. This information²⁷ is summarised below.

7.1. National Canoe Polo Venues

While NZCPA does not have a formal facility hierarchy, the main canoe polo venues in New Zealand, which are suitable to be used for national level competitions can be categorised as follows:

| Venue | Permanent Courts ²⁸ | Notes |
|---|--------------------------------|---|
| Primary Canoe Polo Venues | | |
| Mitre10 Hastings Sports Park, Hawke's Bay | 4 | Desire to add 2 more courts |
| Hokowhitu Lagoon, Palmerston North | 3 | Ability to add a 4 th temporary court for events |
| Secondary Canoe Polo Venues | | |
| Roto Kohatu Reserve, Christchurch | 2 | Ability to increase to 4 courts for events ²⁹ |
| Quarry Lake, Takapuna, Auckland | 2 | Ability to increase to 4 courts for events |



Top Images – Primary Venues - left: Mitre10 Sports Park, Hawkes Bay; right: Hokowhitu Lagoon, Palmerston North
Bottom Images- Secondary Venues - left: Roto Kohatu Reserve, Christchurch; right: Quarry Lake, Auckland.

²⁷ All comments attributed to NZCPA in this section are from an interview held with NZCPA Executive Director, 8 November 2024.

²⁸ These are understood to be full-sized courts in line with ICF requirements.

²⁹ Along with permission to increase the number of permanent courts in future.

NZCPA identifies the primary venues in New Zealand as Mitre 10 Sports Park in Hastings and Hokowhitu Lagoon due to the number of permanent courts they have set up, combined with the capability of the local volunteers. Hawke's Bay has a high quality set up and the benefit of having 4 permanent courts while Hokowhitu Lagoon, with 3 permanent courts, is considered to be of equal standing, especially for use for activities such as national training camps due to the large number of high performance players who are based in the Central Canoe Polo region.

The Christchurch and Auckland canoe polo sites are considered to be secondary tier venues, in part because they currently have only 2 permanent courts along with the spatial capacity to increase to 4 courts when required for events. It is also noted that the Burnside Club in Christchurch (located at Roto Kohatu Reserve) has permission from Council to expand its venue to include up to 4 permanent courts in the future.

7.1.1. Future Canoe Polo Facilities

NZCPA have advised that its desire is to see a progressive upgrade of canoe polo facilities across the country over time, as resources allow. It would like to have 3 national standard canoe polo sites in place, each with 3-4 permanent courts in place.

NZCPA considers the primary driver of facility development should be what the needs are for local training and competition, rather than one-off event requirements driving facility development and specifications. While it would like to see more sites with permanent 3-4 courts in place, the main rationale for this is to support clubs to grow and offer quality participation experiences. The benefits this would have for national event delivery are relevant but considered less important than the benefits to local participants.

7.1.2. Event Considerations

Currently, the main national canoe polo events are typically held at either Hawke's Bay or Hokowhitu Lagoon (as the primary venues). NZCPA considers that the current venues nationally meet the basic event delivery needs (from a court space perspective) and demands of the national canoe polo event calendar. However, only Hawke's Bay currently has the support infrastructure to make event hosting simple.

At the other primary and secondary event sites, including Hokowhitu Lagoon, the need to bring in significant temporary event infrastructure such as marquees, porta-loos, along with temporary courts and pontoons does make national scale event delivery more complex and costly.

NZCPA has indicated that the number of national-level events is unlikely to increase in the short term. The focus for national events will be on strengthening existing events and improving the overall quality.

In the medium term (5 years approximately) the national events calendar may consider a transition to a greater focus on regional-level tournaments, and a potential reduction in the national tournaments as a result. Essentially this means that the current programme of national canoe polo events can expect to remain in place, and tournaments will continue to be shared between Hawke's Bay and Manawatū in the first instance, along with Christchurch and Auckland as secondary venues.

Therefore, this report does not factor in any significant increase in events use as a primary driver of facility need in Palmerston North. Use for events should be considered the 'icing on the cake' for a local canoe polo venue, rather than the driver of need.

7.2. Overview of Comparable Canoe Polo Venues

7.2.1. Mitre 10 Sports Park Hastings

Background

The 4 court (permanent) facility at Mitre10 Sports Park was specifically designed and built from scratch for canoe polo in 2018/19. The cost of construction for the basic structure to the point of filling it with water was \$850,000. Hawke's Bay Canoe Polo (HBCP) estimates a similar investment since the opening in 2019 to complete the facility to include concrete pathways, huts, lights and containers. This takes the overall cost to around \$1.5-\$1.7m. HBCP notes the cost would have been substantially more if members had not contributed some 2,000 plus hours of physical labour to support the facility construction. This was in addition to the hours they volunteered to raise funds for the project over some 11 years.

Figure 7.1: Construction of the Hawke's Bay Canoe Polo Venue



Use

During the peak season (October–April) the facility is completely booked out Monday-Friday from 4-8pm with school teams, representative teams and individuals wishing to train. Sunday afternoons are also very popular.

Even though the facility is not heated, the outdoor facility is still used in autumn/winter, particularly by those training for New Zealand teams, usually around 10 individuals. Each elite player tends to use the facility for 5-10 hours per week.

Figure 7.2: Completed Hawke's Bay Venue – Including Image in Event Mode



HBCP advises that a court has a maximum capacity of 20 players. This allows the game to be played with a few extra and at times they do have to facilitate that many. They have seen team numbers grow by 2-3 teams per annum over the last 3 years, with new schools being involved at the facility and more competitive secondary teams at the national competitions.

A spokesperson for HBCP credits the increase in their membership with being a result of having the purpose-built facility. It has enabled them to introduce a wider range of programmes and initiatives such as programmes for holiday, school groups and coaching and even a league for 5–8-year-olds.

The facility has several national bookings, is now the hub for secondary school nationals, and is a popular facility for national competitions because of its size and reasonably central location from Auckland and Wellington. The Hawke's Bay venue hosts:

- 2 national secondary school championships a year
- A development competition for youth at intermediate and bridging the gap to secondary school
- 2 x 3-day national competitions for rep teams from across New Zealand
- Annual social competition with 60 teams

NZCPA considers that the Hawke's Bay facility is already at maximum capacity, with events held there starting to impact on the available capacity for local activity. HBCP is keen to expand the facility by a further 2 permanent courts to address this.

Indoor Use

Most training and competition move indoors during the winter months to the Hawke's Bay Regional Aquatic Centre (HBRAC), also located at Mitre 10 Sports Park,

Autumn and winter leagues in terms 2 and 3 are run out of HBRAC from 7-10pm Tuesday–Thursday and 1-7pm Saturday/Sunday. While still very popular the autumn/winter leagues usually have about 10 fewer teams than the spring/summer leagues.

Indicative Operating Costs

Analysis of HBCP financial accounts indicates that the operating costs for their 4-court outdoor venue has been between approximately \$40,000 - \$85,000pa for a full operational year. The main operating expenses are recorded as:

| Expense | 2023* | 2022* | 2021 | 2020 | 2019 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Contribution to Sportspark | \$4,325 | - | \$15,113 | \$46,439 | - |
| Repairs & Maintenance Outdoor Venues | \$13,915 | \$13,686 | \$13,552 | \$17,317 | \$21,953 |
| Sportspark Lease | \$22,500 | \$30,000 | \$30,000 | \$19,000 | - |
| Total Outdoor Venues Operating Costs | \$40,740 | \$43,686 | \$60,686 | \$84,776 | \$21,953 |

Source: HBCP annual accounts published on the Incorporated Societies Register.

*financial year ending September, prior years were Jan-Dec.

It is unclear what the operational agreements are between HBCP and Mitre 10 Sportspark which sit behind the 'contribution to Sportspark' and 'Sportspark lease' costs. Therefore, while this information may provide some insight to the potential operating costs of a purpose-built facility, it is ultimately considered to be of limited value. A detailed operating budget would need to be developed through a feasibility study if a purpose-built venue is further considered in Palmerston North.

7.2.2. Roto Kohatu Reserve, Christchurch

Figure 7.3: Images of Roto Kohatu Canoe Polo Courts (Burnside Club)



Roto Kohatu Reserve has become the home of the Burnside Canoe Polo Club which has had around 250 members since the Christchurch earthquakes in 2010. Prior to that the facility had only been used occasionally by some for training, with competition run out of indoor pools. With the closure of the pools through earthquake damage, competition was moved to Lake Tahī at Roto Kohatu Reserve, effectively transforming the sport from an indoor winter sport to an outdoor summer sport.

The two artificial lakes at Roto Kohatu Reserve (Lake Tahi and Lake Rua) started out as two unused stone quarries that had become unofficial dumping grounds for rubbish and car parts. The area is managed by Christchurch City Council and located on a large public reserve adjacent to an industrial area, so does not experience use/noise conflicts with neighbouring residents. The area has been adapted to cater for several different water sports, including jet ski and canoe polo. It is also used informally by waka ama and kayak. Lake Rua, the adjacent lake, is a popular swimming spot.

The lakes are spring fed with the water passing through the shingle left behind from the quarries. Unlike Mitre 10 Sportspark, they are not lined with a bladder and are surrounded by grass with shallow edges. Lake Tahi is used primarily by canoe polo and jet ski and is some 3 metres deep in parts. This is considerably deeper than either Hokowhitu Lagoon or Mitre 10 Sportspark. The depth and size of the body of water ensures there is no back wash when the water is being heavily used³⁰.

The current 2 court canoe polo area adjacent to Lake Tahi is proposed to be extended with two additional playing courts and relocation of the current informal carpark. Storage facilities required for Jet sports and canoe polo are to be designed and located to minimise their visual impact. The programme of work has been identified as a medium (while undefined in the document, it is likely to be 4-6 Years) priority in Christchurch City Council's 2022 Roto Kohatu Reserve Development Plan. In February 2025 the old driveway had been closed to vehicle access, with signage in place directing people to a new vehicle access which has recently been created.

Use

The courts are used for both training and competition, most weeknights and weekends from October to April.

Water Quality

A representative from the Burnside Canoe Polo Club noted the only water quality issue he was aware of in the 20 years he has been using the Reserve was recorded in late 2024 on Lake Rua which is the swimming lake adjacent to Lake Tahi, the area which canoe polo use. The water quality/no use warning was in place from 26 December 2024 to 6 January 2025³¹.

7.2.3. International Venues

NZCPA has identified 2 stand out purpose-built international canoe polo facilities that New Zealand has competed at in recent years:

Saint-Omer in France

The Sain-Omer courts hosted the 2022 World Champs and were developed on old sewage settling ponds which were further excavated to accommodate new courts. There is a canal that runs alongside the courts that can be used for competition overflow or for training and warmups.

The venue includes:

- 3 main competition courts
- Dedicated courts for training and warmups

³⁰ Tail turbulence/back wash is an issue that has been identified at Mitre 10 Sports park largely because of the depth and size of the body of water.

³¹ <https://www.tewhātuora.govt.nz/corporate-information/news-and-updates/health-warning-lifted-at-roto-kohatu-reserve-at-lake-rua>

- Spectator areas
- Team facilities - changing rooms, rest areas, and other amenities for competing teams
- Supports services – medical facilities, media areas, and other support services

Figure 7.4: Image of Saint-Omer Canoe Polo Courts

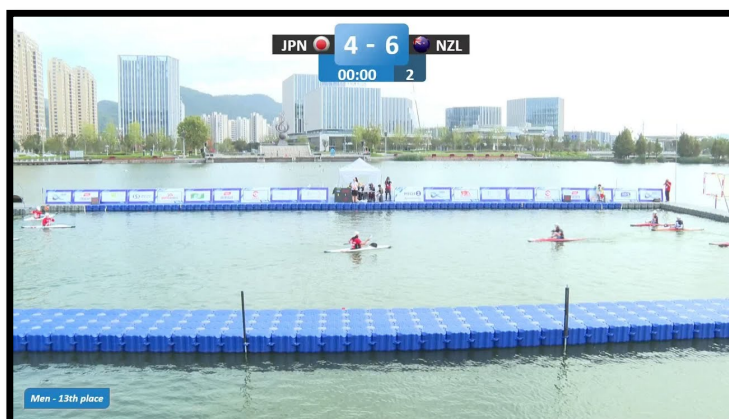


Deqing in Huzhou, Zhejiang in China

This venue hosted the 2024 World champs. It is a purpose-built state-of-the-art facility that includes:

- 3 main competition courts
- Dedicated courts for training and warmups
- Spectator areas
- Team facilities - changing rooms and rest areas for competing teams
- Supports services – medical and media facilities

Figure 7.5: Image of Canoe Polo Facility at Deqing, China



7.2.4. Learning from Other Canoe Polo Venues

In discussions with various canoe polo players and organisations during the development of this report, several observations were made about other canoe polo venues that could help inform the design and planning stage for MKCP. While these are anecdotal, and individual players do have different opinions, there were some consistent themes.

If an alternative, purpose-built facility is progressed in Palmerston North the key themes from participant feedback on other venues, that are believed to be of high importance for MKCP to consider include:

- The design of the walls or embankments of purpose-built courts is critical to the water conditions. If walls are too vertical it creates waves or choppy water which is highly undesirable. Courts that have more than the minimum 2m off-court space before the referee walkway or walls / embankments, along with tapered or baffled edges (such as with rocks) seem to provide less choppy, higher quality water conditions and result in a better player experience.
- However, it was also noted that pools or outdoor facilities with close edges/embankments are safer for young or learner players as they provide greater ease of access and rescue when required.
- The depth of the water also has an impact on water conditions. While the ICF rules for courts state a minimum depth of 90cm, some players indicated that deeper water, up to 2m is preferred if possible.
- Clean water is important to players. Some players and organisations spoken to observed that the poor water quality at Hokowhitu Lagoon is a concern to some participants, especially at tournaments.
- Lakes are generally considered to be the most desirable type of provision as they typically have additional space (on and off water) which creates a pleasant environment, especially for tournaments. A location in a park-like setting with features like grass areas, trees for shade and amenity, along with seating and picnic tables is desirable for the player experience during multi-day tournaments. Hokowhitu Lagoon provides this type of environment. Lakes also have more potential for accommodating multiple users. However, purpose-built canoe polo facilities are common around the world.

- Access to permanent changing rooms and storage is preferable. These do not have to be expensive structures with some venues such as Roto Kohatu Reserve using shipping containers.
- The surrounds of a purpose-built venue can still provide a natural, parklike setting as long as the on-water court layout, including referee walkways meets the ICF requirements. Formal paths and fixed infrastructure such as shelters are not necessarily required, and some teams and event organisers prefer to use temporary facilities such as marquees for shelter, if there is green-space available to enable this. Although, it is noted this can place an extra set-up burden on volunteers.

7.3. Central Region Canoe Polo Venues

Within the Central Canoe Polo region there are 11 sites where canoe polo is regularly played. Table 7.1 summarises the 7 clubs in the Central Canoe Polo Region, including the facilities that are used regularly either for training and/or competition.

Hokowhitu Lagoon provides the home base for MKCP and Palmerston North Canoe Club as well as serving as the main canoe polo venue for the region. The lagoon is also used by other clubs in the region for organised training events and tournaments, particularly by the more elite players.

Table 7.1: Central Region Canoe Polo Clubs - Membership Numbers and Venues

| Club | Membership Numbers (2024) | Venues Used for Training/Competition |
|-----------------------------|---------------------------|--|
| Manawatū Kiwi Canoe Polo | 318 | Hokowhitu Lagoon, Freyberg Pool, Makino Aquatic Centre |
| Taranaki Canoe Club | 51 | Bell Block Aquatic Centre and NPBHS Pool/local pond |
| Wellington CP Association | 48 | WRAC Pool, Kilbirnie ³² |
| Ōtaki Canoe Club | 47 | Ōtaki Pool ³³ /local quarry ³⁴ |
| Horowhenua CP Club | 29 | Levin Aquatic Centre (winter) and Horowhenua College pool (summer) |
| Palmerston North Canoe Club | 22 | Hokowhitu Lagoon |
| Wairarapa Paddlers | 16 | Local pond in Masterton |

NZCPA advises that the WRAC pool is useful for tournaments such as lower grade (C and D) nationals. The Ōtaki quarry venue has good water quality but is not considered an ideal venue due lack of permanent structures in place and being adjacent to a working quarry (safety considerations).

³² In addition to weekly games/training the pool is used by Central Region once a year to run Regional 'In House' tournament over 2 days, by NZCPA to run the National League over 3 days and Wellington Canoe Polo for an annual Solstice event.

³³ Central Region uses the Ōtaki Pool for a 2 day Development Camp every year

³⁴ The Ōtaki Club hosts an annual tournament at the quarry in late January.

7.4. Local Facility Usage

Canoe polo in Palmerston North City and the Manawatū District currently operates out of 3 key facilities:

Hokowhitu Lagoon – this is the key ‘summer season’ facility which is used during term 1 and term 4 and over the summer holiday season. It caters to all grades of participant for training, games and regular tournaments. It is the primary facility for adult players as it provides full-sized courts.

It is used for training, regular local games, and regional and national events/ tournaments that are attended by other clubs and school teams. It has 3 permanent canoe polo courts set up with an overflow area that can be used informally or set up with a temporary 4th court. Goals have been in place in this area over the 2024/2025 season to help support use levels. It is used daily from October to May each year for training and competition by MKCP members.

Freyberg Pool – primarily supports junior training and games. The peak season at this facility is winter (terms 2 and 3) with use 5 nights/week (Mon-Thu, Sun). It is also used 3 nights per week over terms 1 and 4. If members need additional access for training and games occasional additional nights are hired up to 6 nights in winter and 4 in summer. The pool operator advises this is not regular.

Makino Aquatic Centre – is used 2 nights per week in terms 2 and 3 for MKCP and Intermediate level canoe polo. The facility also has a volunteer-run, social canoe polo programme on a Friday night during terms 2, 3 and 4.

7.4.1. Regular Facility Use Overview

| Hokowhitu Lagoon | Freyberg Pool | Makino Aquatic Centre |
|--|---|--|
| <ul style="list-style-type: none"> • Summer (October – March) • 7 days per week • MKCP - All grades • 3 permanent courts set up • MKCP owns all equipment | <ul style="list-style-type: none"> • Year-round MKCP use – school terms • Heaviest use in winter (terms 2 & 3) • MKCP owns/maintains goals • Storage unit free of charge | <ul style="list-style-type: none"> • 3 terms used (2, 3 & 4) • 1 undersized court (indoor winter) + summer pool (50m) • Facility owns/maintains goals |
| <ul style="list-style-type: none"> • Monday-Friday 5pm-7.30pm • Sat 9am-7pm • Sunday 9am-5pm | <ul style="list-style-type: none"> • Terms 2 and 3 = 5 nights per week Mon-Thurs and Sunday (occasional 6th night) • Terms 1 and 4 = 3 nights per week (occasional 4th booking) | <ul style="list-style-type: none"> • MKCP use = 2 nights per week terms 2 and 3 • Social pay-to-play competition 1 night (terms 2, 3 and 4) |

| Hokowhitu Lagoon | Freyberg Pool | Makino Aquatic Centre |
|--|--|---|
| <ul style="list-style-type: none"> Some training from 6am- 8am (Tues and Thursday typically) for A grade fitness/individual training (elite players). | <ul style="list-style-type: none"> 25m x 12m pool Primarily supports junior training and games Some adult training occurs | <ul style="list-style-type: none"> Indoor pool 25m x 12m Outdoor 50m pool 2- 3 tournaments pa |

Appendix 4 provides more detail on the conditions of use and regular bookings of the 3 facilities.

7.4.2. Events Use of Hokowhitu Lagoon

Hokowhitu Lagoon is a primary event venue for canoe polo, regularly hosting regional and national level events. Approximately 6 tournaments and 10-15 training camps are hosted at Hokowhitu Lagoon each year. In summary, the types of events hosted annually are:

- Major tournaments – 2 per annum (December Bash and Ataahua Cup)
- National League Competitions (NZCPA events) – 2 per annum for A – D grades
- NZCPA Inter-regional competitions – 1 per annum
- Regional Secondary School Competition – 1 per annum
- NZCPA Squad Training Camps - 10-15 per annum.

A more detailed annual timetable of tournaments and events (including indicative participant/team numbers) is provided in Appendix 4.

MKCP values using both natural outdoor and indoor pool-based venues for its club activities. The primary facility, Hokowhitu Lagoon, provides a unique and scenic location for canoe polo activities, and members feel privileged to use it. The pool-based venues provide a warm environment in winter and are safer for learners.

Despite appreciating these facilities, MKCP faces several challenges that may affect the quality of services and future growth potential of the club.

7.5. Use of Other Pool-based Facilities

Since the club operates throughout the year, it supplements its use of Hokowhitu Lagoon by utilising **Freyberg Pool and Makino Aquatic Centre** during the winter months. These additional facilities are essential for ensuring continuous training and competitions, but they incur higher costs and present some logistical challenges in terms of scheduling and member access with other aquatic activities already using much of the available operating hours of these pools.

7.5.1. Availability

Access can be problematic as both Freyberg Pool and Makino Pool are popular with other users, so access is available from 7pm. This means a late finish for young players.

7.5.2. Size limitations

While access to Freyberg and Makino Pools ensures continuation of competition year-round the size limitations of both facilities impact on the breadth of the competition on offer, largely restricting it to beginners and school children.

7.5.3. Cost

MKCP paid \$31,600 for pool hire in 2022 and \$39,355 (\$32,260 Freyberg/\$7,095 Makino) in 2023 for what they describe as limited use of both facilities. This is by far the biggest expense MKCP incurs on an annual basis. It is important to note that this cost is to secure access to undersized courts which do not comply with ICF guidelines.

7.6. Additional Venue Use

To support current operations and manage demand requirements, MKCP needs to carefully consider any opportunities to modify the weekly use programme across its venues, alongside exploring opportunities to secure additional pool-based water access for training, game play and potentially additional programmes.

Within the current weekly programme at Hokowhitu Lagoon, MKCP needs to carefully consider if it has the right balance of water access for all participants, from beginners to high-performance players. It is considered that some adjustments to the operating programme could possibly be made.

While pool-based facilities have limitations, such as providing reduced court sizes, and often only being available at undesirable times (late at night), demand means that some further use of pools is needed in the short term. The main opportunities that could be explored for additional pool access hours are:

- Lido 50m pool which currently has some availability from 6am-8am and 8pm (week days) and 6pm weekends, with lighting available to enable late use. The dive well could also be used for training
- Freyberg pool for additional summer and winter usage hours.
- Makino Aquatic Centre has potential summer capacity in the outdoor 50m pool.
- Splashhurst pool which is available from 6.30pm most nights, and anytime Sunday and Monday (closed to public).

It is expected that a combination of programme changes and additional pool-based water access will be required.

8. Hokowhitu Lagoon Assessment

8.1.1. Background

Hokowhitu Lagoon was formed from a cut-off meander of the Manawatū River. It was once a favoured food-gathering place for Rangitāne, and a particularly famous site for catching eels. It was once surrounded by native bush. The reserve and lagoon were purchased from Māori owners and the area was subdivided into residential allotments. The Palmerston North City Corporation eventually purchased the land and lagoon in 1940. Additional land was acquired from surrounding landowners to provide access.

The lagoon remained a wilderness until the 1960's when the city initiated a development programme which included the erection of the footbridge over the lagoon. The Chalet was erected in 1963.

The District Plan zoning for the lagoon and surrounds is Flood Protection, Water Recreation and Recreation. The Recreation Zone allows for a wide range of community and leisure activities, essentially this relates to the open-space areas adjacent to the lagoon. The Water Recreation Zone covers the freshwater surface area of the lagoon (and other specified water-bodies) and provides for a limited range of water-related recreation activities on the surface of the lagoon. The District Plan identifies some general resource management issues and effects arising from activities within the recreation and water recreation zones, such as potential adverse effects on recreational amenity values and/or neighbouring residential areas, noise effects and potential adverse effects of water-based recreation on the surface of water³⁵. It is noted that the zoning allows for activities to operate between 7:00am and 10:30pm (Monday to Thursday inclusive and Sundays), and between 7am and mid-night (Friday and Saturday) subject to compliance with a range of specific performance standards, and rules including noise limits³⁶. To manage potential adverse effects, canoe polo activity on the lagoon is operationally limited to 7:30pm. The Horizons Regional Council One Plan describes the area as a significant ecological water body.

The lagoon has a large body of water as well as a large grass area that runs between the lagoon and the road. It is a narrow strip of grass and therefore cannot be used for many open space activities. It is attractive for runners, walkers, picnickers and duck feeders. The area also attracts water-based sporting activity, such as canoe polo, waka ama and kayaking.

In 1976 a system to pump water from the Manawatū River into the lagoon was installed. This operated until the 1990s. The lagoon has always had some low levels of seepage and water loss. After the 2014 Eketahuna earthquake the seepage rate increased considerably, and PNCC has been investigating ways to maintain water levels since that quake.

8.1.2. Cultural Significance of the Lagoon

The area is a culturally significant site for Rangitāne, as it used to be a river / tributary of Manawatū river, rather than a lagoon. It was originally known as Pā-rerā-rangi. The water was popular as a food source of both ducks and pa tuna. There were pa tuna structures designed for catching eels, which were then preserved and taken to other villages.

³⁵ Sourced and summarised from: Palmerston North City Council District Plan section 15, pages 1-4.

³⁶ See Palmerston North City Council District Plan section 15.4.3.1 (e) page 7 and section 15.4.7.1 pages 14-15.

In pre-European times there was a Māori village in the area. Māori lived there but also trained there for battle. It was a summer settlement which often flooded in winter and was then rejuvenated in the summer.

It was one of six areas identified for Māori reserves. There were 7 in total which belonged to different hapu.

Rangitāne have indicated they would like to see the area regenerated in native bush, particularly flax to support the resurgence of traditional weaving techniques.

8.1.3. Issues with Hokowhitu Lagoon

There have been several ongoing issues that PNCC has been dealing with at Hokowhitu Lagoon over many years. These include:

- Water level – water has been pumped into the lagoon in the past
- Pest control
- Weed growth and management
- Bank stabilisation
- Silting of the lagoon – the lagoon has been dredged in the past, but PNCC is reluctant to do this because of environmental impact
- Water quality issues – caused by storm water drainage and sewage leakage into the lagoon

In recent years the water quality issue has become more pronounced, with both the increase in water-based sporting activity, the discovery of sewage seeping into the lagoon and the strong desire for Rangitāne o Manawatū to act as kaitiaki of the lagoon as a site of cultural significance.

For more detail refer to papers in Appendix 1 Section 11.2.

8.2. Key Issues and Challenges with Hokowhitu Lagoon As A Canoe Polo Venue

8.2.1. Space Constraints

General

- The club is operating at full capacity, with limited space impacting the ability to accommodate more members or enhance player development.
- The facility currently has **only 3 permanent courts**, which is insufficient for the growing number of players. Ideally, **10 players per court** would optimise training (with a maximum of 16-20 players), but current conditions require **40-50 kids** to share the available space, which reduces the quality of both training sessions and competitive games.
- The lack of fit-for-purpose space limits the club's ability to recruit new members and provide an optimal training environment for athletes at all levels.
- Facility / storage space constraints – Palmerston North Canoe Club own the building and sub-leases to MKCP:
 - A significant area is taken up by MKCP – 50 boat racks plus other equipment e.g. TV, cubby holes.
 - Some tensions exist in relationship (both sides) related to space sharing, security, and maintenance

On water

- Everyone wants to access water at peak times (evenings/weekends) which creates congestion and the need to be mindful and courteous of others

- There is limited space for other craft to pass the canoe polo courts – canoeists and kayakers want to use the maximum distance (full lagoon length) for training
- Waka ama turn below bridge when canoe polo is operating
- Any growth in canoe polo court space use of Hokowhitu Lagoon has potential to negatively impact other users access of the lagoon such as Palmerston North Canoe Club, kayak/long-boat paddlers, waka ama and recreational users if the water area occupied by canoe polo courts increases.
- Sharing of the lagoon by all current users is a situation of 'compromised co-habitation'. Each group must adjust their ideal set up and use patterns, to accommodate other users. There are tensions at times.

8.2.2. Challenges with Neighbours

- There have been ongoing **complaints from neighbours** regarding the noise and activity generated by MKCP activities, creating tension with the surrounding community.
- These challenges may affect the club's ability to operate freely and could limit the potential for expansion or prolonged use of the facility, particularly during peak times such as mid-week mornings, evenings and weekends.

8.2.3. Water Levels and Quality Issues

- The lagoon itself experiences **water level fluctuations** and concerns about **water quality**. These environmental issues affect the overall safety and usability of the lagoon for water-based activities, limiting the club's potential to offer consistent, high-quality experiences for its members.
- It is noted that the main periods of concern are during dry spells which affect water-levels and after heavy rain which impacts water quality.

8.2.4. NZCPA Concerns with Hokowhitu Lagoon

- Safety/suitability for youth/learner players (pools or close edges/banks are safer for young players – ease of access/rescue)
- Water quality^{37/38}
- Limitations of onsite facilities i.e. limited change space/showers, lack of clubrooms, temporary event overlay requirements (time and costs associated with this)

In summary, while Hokowhitu Lagoon provides an invaluable venue for MKCP activities, there are pressing issues that hinder its capacity to serve its members effectively. Addressing space limitations, resolving conflicts with neighbours, and improving water quality are crucial steps to ensuring MKCP can thrive and grow. Additionally, the reliance on alternative facilities for year-round operations highlights the need for more comprehensive and sustainable infrastructure solutions.

³⁷ Anecdotal reports of players becoming unwell after competitions at Hokowhitu Lagoon, particularly after a rain event leading up to a tournament. More than 20 children reportedly sick after the secondary school national champs in March 2024.

³⁸ NZCPA's Risk Assessment Guidelines 2020 notes event organisers are encouraged to test or obtain recent water quality tests prior to an event.

9.Potential Synergies with other Aquatic Sports

As part of investigating the potential need and benefits of an alternative canoe polo facility discussions were held with several other aquatic sports and clubs to understand if a canoe polo facility could have a multiuse role and support other organisations and activities. Interviews were held with 7 organisations (or individuals), representing 9 different aquatic sports:

- Canoe polo (3 clubs including MKCP)
- Canoe/kayak/long boaters
- Waka ama
- Whitewater canoe/kayak
- Manawatū Aquatic User Group – representing swimming, water polo, triathlon, open water swimming and surf lifesaving.

Based on the views of these other aquatic sport representatives, along with understanding the specific course length and other requirements of different aquatic sports, a summary of the potential for partnerships in either a purpose-built canoe polo venue or a recreational lake facility are provided in Table 9.1 and 9.2. The rating of low-med-high is an overall assessment.

Table 9.1: Summary of Potential Partnerships in a Purpose-Built Canoe Polo Venue

| Organisation | Compatibility (water use needs) | Partnership Potential (low-med-high) | Rationale |
|-----------------------------------|---------------------------------|--------------------------------------|--|
| Palmerston North Canoe Club | Low | Low | Only see benefit to PN Canoe Club canoe polo team. No benefit to other members (canoe/kayak/long-boats) who require a minimum of 500m, ideally 750m as currently provided at Hokowhitu Lagoon. Happy with Hokowhitu Lagoon currently, although note there are challenges created by sharing the site. |
| Horowhenua Canoe Polo Club (HCPC) | High | Medium | Would have benefits for HCPC members as an additional, high quality training venue and for events. Better water quality would be a bonus. The main members who would benefit would be high performance athletes from HCPC, also potentially younger, learners who might feel more comfortable in that type of environment. |

| Organisation | Compatibility (water use needs) | Partnership Potential (low- med-high) | Rationale |
|---|---------------------------------------|---|---|
| | | | Do not have funds to support such a project but may be able to provide volunteer assistance to MKCP. |
| Waka Ama | Low | Low | No benefit from such a facility. Require a minimum of 500m length, ideally longer. Race distances vary, can be between 250m/500m and 1 – 2km. |
| Environmental Whitewater Park Trust | Med | Low | A flatwater training site development would only require approx. 100m(L)x10m(w) so could be positioned adjacent to canoe polo courts. Can't share the same space (gate wires/ clash with canoe polo balls). However, low participation in whitewater canoe/kayak makes the financial viability of a partnership limited. |
| Summary of Views from Manawatū Aquatic User Group Representative: | | | |
| Swimming | Low | Low | Require a pool facility with closely controlled water quality. Also need standard lane lengths/widths. Desire for covered 50m pool. |
| Water Polo | Med | Low | Potential in summer season, depending on depth and layout. Preference for a pool facility with closely controlled water quality. Desire for 50m pool. |
| Triathlon / Open Water swimmers | Med | Med | Depending on the length area could be suitable as a training site. Potential in summer season. Need for adjacent suitable, safe roads for cycling and running. Desire / preference for an indoor 50m pool. |
| Surf Lifesaving | Low | Low | Main desired use would be for winter season training so essentially require a pool facility. Desire for an indoor 50m pool. |

Table 9.2: Potential For Partnerships in a Recreational Lake Facility

| Organisation | Likelihood of using a recreational lake? | Rationale |
|---------------------------------|--|--|
| PN Canoe Club | Med | Happy with Hokowhitu Lagoon currently, especially due to proximity to town. However, if there was a spatially compatible site (750m length) there could be potential to partner. |
| Waka Ama | Med | Would be interested in larger, lake style venue, particularly for events. Still keen to remain using Hokowhitu Lagoon. Preferred due to the close proximity to town and the Manukura site which is the main base of waka ama paddlers. |
| Triathlon / Open Water swimmers | Med - High | For triathlon adjacent safe roads for cycling and running route is an important factor. Water quality would be the main concern for open water swimmers. Certainly potential to use. |
| Swimming | No | Want pool based, high water quality facilities. |
| Water Polo | No | Want pool based, high water quality facilities. |
| Surf Lifesaving | No | Want pool based, high water quality facilities. |

The ability for other aquatic sports to benefit, and partner in a canoe polo facility development is highly dependent on the location of a future facility and the scale of water provided. Essentially there are minimal potential partners for a 4-court purpose-built venue, but a range of aquatic sports that may benefit from a recreational lake type facility (size and location dependent).

10. Summary of Need

10.1. Number of Canoe Polo Courts Required

While MKCP would prefer a facility development that provides for up to 6 – 8 courts to better support event delivery, it is considered that the primary driver of need is meeting the facility needs of regular, local participants. One-off events are an important, but secondary consideration. Currently, with 3 permanent courts at Hokowhitu Lagoon, MKCP has the equivalent of 106 members per court.

There are always challenges in comparing different facilities and projecting the potential capacity of a venue. However, HBCP with 750 members is currently operating with 188 members per court. It is looking to develop an additional 2 courts to make a total of 6 courts to support its growing membership and its ability to support events. Based on this expanded facility HBCP is projected to have 125 players per court.

It is understood that the Burnside Club in Christchurch has a ratio of 125 members per court (250 members across a 2 court facility). It is currently working to increase to 3 permanent courts, which would equate to approximately 83 members per court.

It is understood from a training perspective it is preferred to have 16-20 players on a court at any one time. Comparing the membership levels and permanent court numbers between Hawke's Bay, Christchurch and MKCP indicates that other venues are getting a higher intensity of use (on a members per court basis) than MKCP currently is.

Based on other venue examples, it is considered that a 4 court venue has the potential to accommodate up to 500 members. There may be programming approaches which can assist MKCP to obtain extra utilisation out of the permanent courts available. While the Hawke's Bay utilisation is very high, this indicates that a 3 court venue operating at capacity has the potential to meet existing demand in Palmerston North. However, it does not have the additional capacity to meet future growth. Providing a 4 court facility in Palmerston North could allow capacity for an increase in programmes offered by MKCP and may support a significant increase in membership.

The options this report needs to consider are ones which can provide for the regular local need (a permanent 4 court space) as the essential requirement. A 4 court facility can then be used for events (such as national tournaments) as demonstrated by the current hosting of national events at Hawke's Bay and Hokowhitu Lagoon (using 4 courts).

10.1.1. Future Event Demand

NZCPA has indicated that the national events calendar is likely to remain as it is, with national tournaments continuing to be shared between Hawke's Bay and Manawatū in the first instance. It is considered that it will be possible for NZCPA to manage event registration numbers to suit the 4 court facilities that are available in New Zealand. For example, current events which combine grades (such as A and B or C and D grades) could potentially be split into single grade tournaments if team numbers grow significantly. Therefore, this report does not factor in any significant increase in events use as a key driver of facility need in Palmerston North. Use for events should be considered the 'icing on the cake' for a local canoe polo venue, rather than a primary driver of need.

If a scenario where additional courts are required in future for a larger event, such as hosting an international tournament (say up to 8 courts) the option to take a network approach, supplementing the permanent venue with another temporary venue would be available. For example, while Hokowhitu Lagoon has significant challenges for regular operations, it could be an effective temporary support venue, used a few times a year, under certain operating conditions such as restricted operating hours (if required). It could be used as both a training base and for competitive play for a certain segment of the tournament draw (i.e. 1 side of the draw in 'pool' play).

While there are logistical and operational challenges associated with splitting an event across multiple sites it certainly is possible when required. This has been demonstrated by many other

sports, which frequently use multiple locations in a city to deliver large events³⁹. The potential of this approach to support national or international level events would be a matter for NZCPA to determine.

A network approach to large event provision for canoe polo in Palmerston North would enable potential future large events without restricting the options for a permanent venue to somewhere with a much larger spatial footprint that would only be required for occasional one-off events.

³⁹ Bowls is one example, where national tournaments are always hosted across multiple bowling clubs in a city as nowhere in New Zealand has enough greens to host all teams. Many other sports take this approach when required. Palmerston North examples include indoor court based secondary school sports events which often use CET Arena along with other courts in the city such as Massey or school venues.

11.Future Provision Options

11.1. The Options Assessment Process

A range of potential provision options exist for how the needs of canoe polo can be catered to. Essentially there are 3 main types of water (canoe polo court) provision options:

- Natural water
- Pool-based (indoor and outdoor)
- Artificial recreational water (outdoor).

Within those provision types there are a range of approaches for how those types of water could be developed. For example, partnership options (such as Council and education providers), purchasing land or natural water sites and developing fit-for-purpose infrastructure, expanding or altering use of existing facilities (such as Hokowhitu Lagoon or pools).

The process for assessing provision options involved:

- Stage 1 – Initial High-Level Options Assessment - identification and assessment of a Long-list of provision options against set criteria to determine a short list of options for further assessment.
- Stage 2 – Second stage Assessment – assessment of the short-list options in line with the principles of He rā ki tua and high-level indicative costs.
- Stage 3 – Potential Location Long-list – desktop assessment of a range of potential locations to confirm if there are suitable development sites that could provide effective future facilities to meet the needs of canoe polo.

This section of the report outlines the 3 key stages of assessment which informed the development of conclusions and recommendations for the future.

11.2. Stage 1 - Initial High-Level Options Assessment

An initial long-list of 7 options for future canoe polo facility provision were developed and assessed as to whether the option would provide “**positive improvement**” against 6 key areas. The high-level advantages and disadvantages of each option were also considered, these are provided in Appendix 5.

Description of the 7 Options:

1. Status Quo - MKCP remain at Hokowhitu Lagoon with no changes. i.e. only 3 courts permanently set up and additional goal space for training/warm up purposes only. Temporary 4th court expansion allowed for one-off tournaments only.
2. 4 court (+) canoe polo venue at Hokowhitu Lagoon and move other users off - this would enable 4 permanent courts to be set up for MKCP and provide an overall increase of space for canoe polo.
3. Canoe polo courts at Hokowhitu Lagoon and increase pool use - MKCP will remain at Hokowhitu Lagoon (3 courts) and increase use of other pool venues.
4. Increase pool-based use (cover or heat an existing 50m pool) – canoe polo would become a primary user of an existing outdoor pool venue following installation of a cover or heating to support year round use. MKCP will still need to remain at Hokowhitu Lagoon as well.
5. Use public land to develop a purpose-built 4 court community canoe polo facility – either Palmerston North City Council (PNCC) or Horizons Regional Council (HRC) land could be made available to canoe polo (lease basis) for a purpose-built facility to be developed, either with or without further capital funding support from PNCC.

6. Education partnership to develop a purpose-built 4-court community canoe polo facility – this would involve MKCP working with Massey or a school to secure land to develop a fit-for-purpose canoe polo venue.
7. Secure private land/water (lease or purchase) and develop 4+ courts – this would require negotiation and agreement with a private land/water owner and development of courts and amenities to support MKCP operations. Depending on the nature of the site it may be a purpose-built 4 court community canoe polo facility or a natural or artificial recreational lake. Depending on the scale of the site it may enable a partnership with other water-based sports in a shared venue.

11.2.1. Summary High-Level Options Assessment

Key: Yes improvement expected ✓

Unclear/site dependent / further info required ?

No improvement expected ✗

| No# | Option Description | Water Level/quality | Neighbourhood Compatibility | Space Constraints | Increased Training/Playing Capacity | Events Capacity | Appropriate size to meet local demand |
|-----|--|---------------------|-----------------------------|-------------------|-------------------------------------|-----------------|---------------------------------------|
| 1 | Status Quo – 3 courts at HL | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ |
| 2 | 4 th Court (+) at HL – move other users off | ✗ | ✗ | ✓ | ✓ | ✓ | ✓ |
| 3 | 3 courts HL and increase pool use | ✗ | ✗ | ? | ✓ | ✗ | ✓ |
| 4 | Increase pool use – cover or heat an existing 50m pool | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ |
| 5 | Use public land - purpose built 4 court facility | ✓ | ? | ? | ✓ | ✓ | ✓ |
| 6 | Education partnership - purpose built 4 court facility | ✓ | ? | ? | ✓ | ✓ | ✓ |
| 7 | Secure private land/water (lease or purchase) and develop 4+ courts. | ? | ? | ✓ | ✓ | ✓ | ✓ |

Following the initial high-level assessment options 1 – 4 were eliminated as not being appropriate, long-term options to address the needs of canoe polo into the future. Each of those options would not address the key issues and challenges that canoe polo face operating at Hokowhitu Lagoon, and would not effectively cater to the current level of canoe polo activity in the area, or any potential future growth in canoe polo. It is noted, that the continued use of Hokowhitu Lagoon will be required in the short-term at a minimum, while alternative development options are further investigated and funding secured.

Options 5 – 7 were identified as having potential to address the long-term, future needs of canoe polo in Palmerston North while also having the most potential to address community and local environment factors associated with canoe polo operations. The high-level advantages and disadvantages review of all 7 options, provided in Appendix 5, gives further detail on the benefits or negatives of each option, and help to further clarify why options 5 - 7 were taken through to a second stage assessment.

11.3. Stage 2 - Second Stage Assessment

Three provision approaches were considered through the 2nd stage assessment process which looked at the alignment that each potential option has with the principles of the 2023 He rā ki tua plan, alongside the high-level indicative cost of each option.

Due to the early stage of planning, and without final site confirmation, the potential development costs are highly variable. Therefore, a simple low-medium-high cost rating was given, relative to each option (the assumptions behind these are described in Table 11.1). It is important that a conservative approach is taken to cost estimates due to the early stages of project planning. If the project proceeds to the next stage, and once further discussions are held with landowners of potential development sites to confirm availability and suitability, a more detailed assessment of the potential development costs associated with a preferred, specific site will need to be developed through a detailed feasibility study.

11.3.1. Summary of Second Stage Assessment

Key: Yes, criteria expected to be met ✓

Unclear/site dependent / further info required ?

No criteria not expected to be met ✗

| No# | Option Description | Honour Te Tiriti | People-centred | Network Approach | Shared Use | Equitable | Factor in Sustainability | Indicative Cost |
|-----|--|------------------|----------------|------------------|------------|-----------|--------------------------|-----------------|
| 5 | Use public land - purpose built 4 court facility | ? | ✓ | ✓ | ? | ✗ | ✓ | Medium |
| 6 | Education partnership - purpose built 4 court facility | ✓ | ✓ | ✓ | ✓ | ✗ | ✓ | Low-Medium |
| 7 | Use of private land/water (lease or purchase and develop | ? | ✓ | ? | ? | ✗ | ✓ | Medium - High |

The basis of the high-level, indicative cost rating for each development option is as follows:

Table 11.1: Indicative Cost Ratings with Assumptions Detailed

| Low Cost Rating | Medium Cost Rating | High Cost Rating |
|--|--|--|
| <ul style="list-style-type: none"> Assumes no land purchase costs (lease only). Based on development costs being similar to the Hawke's Bay canoe polo facility and allowing for 50% cost escalation since 2018/2019. Assumes the availability of existing support infrastructure such as change rooms, toilets and meeting or social space from sharing existing facilities. It is noted that some storage and other amenities may be able to be provided within this indicative level of investment. Does not allow for any site-specific investigations such as ground suitability, geotechnical investigations, water testing or land development planning advice. | <ul style="list-style-type: none"> Assumes no land purchase costs (lease only). Based on development costs being similar to Hawke's Bay canoe polo facility and allowing for 50% cost escalation since 2018/2019. Assumes there is no existing support infrastructure on site (car parking, toilets, storage, changerooms and meeting/social space). Between \$100,000⁴⁰ - \$1million⁴¹ has been allowed for amenity provision (toilets/change, storage, meeting/social space). An allowance of between \$100,000⁴² - \$1million⁴³ has been included for site access and car parking. Does not allow for any site-specific investigations such as ground suitability, geotechnical investigations, water testing or land development planning advice. | <ul style="list-style-type: none"> Assumes an allowance for land/site purchase of between \$1.5m-\$3m (highly variable and site dependent). Depending on the site, excavation for creation of courts may or may not be required. Cost indication assumes some level of cost associated with development of court spaces. All other assumptions are the same as the medium cost rating assumptions as it is expected that no or minimal infrastructure and access provision will exist. Does not allow for any site specific investigations such as ground suitability, geotechnical investigations, water testing or land development planning advice. |
| Indicative Cost: \$2m – \$3m | Indicative Cost: \$2.5m - \$4.5m | Indicative Cost: \$3m - \$7.5m |

⁴⁰ For the most basic level of provision such as portacom style toilet/shower block and shipping container boat storage.

⁴¹ For a purpose built club facility of a higher standard and including some meeting/social space.

⁴² A basic level provision for a small, gravel driveway/car parking or minor upgrades to existing access/parking areas.

⁴³ For creating access and car parking that may include required interventions or upgrades to the local road network.

11.4. Stage 3 - Potential Location Long-list

Following the second stage assessment, a desktop assessment was undertaken of potential locations where canoe polo could operate, as an alternative to Hokowhitu Lagoon. This desktop assessment identified potential locations both in private (including education providers) and public ownership (Council or Regional Council owned), it also included consideration of increased use of pool-based locations. The purpose of this long-list of locations was to confirm if there were potentially suitable development sites in the area, and if there were any fatal flaws related to those sites which would excluded them from further consideration. The factors that were considered to be fatal flaws to potential future development included:

- Size of site (potential for expansion or new development not at an appropriate scale)
- Site access difficulties or distance from Palmerston North (if site is land locked, has no existing access road or is more than 30mins drive from city)
- Known site issues (such as water quality issues or relevant prior land-use factors)
- Other existing or planned future land uses and the ability (or otherwise) for the existing/planned use to appropriately co-exist with canoe polo or be relocated.
- Proximity of residential neighbours to the site (potential for noise conflicts)
- Potential land-owner willingness (if known)
- Potential development timeframe considerations.

Following the fatal flaws assessment, most potential locations were eliminated as not being viable. The remaining list of 6 potential sites included the following site categories:

- Public land (under PNCC or HRC ownership)
- Land under education ownership
- Private owned land/water sites with development potential (lease or purchase).

Appendix 5 provides brief information on the 6 potential sites to inform future discussions and investigations. To avoid confidentiality issues and the potential for any community or individual concerns, most of the potential development sites have not been specified in this report but are known to the project working group. Massey University has confirmed it is comfortable with being noted in this report as a potential site, subject to further discussions and investigations.

As this report is a needs assessment it has not considered detailed, technical planning requirements that will have an influence on the suitability of specific sites for development. If this project proceeds to detailed feasibility stage it will be important to undertake an early assessment of the 6 potential sites for availability (landowner engagement required) and suitability regarding key factors such as the availability of a suitable water source, water quality considerations along with site specific land access and the development rules applicable to the location. It will also be important that environmental sustainability is considered through the inception, design, construction, and operation of any facility. Sport NZ Guidelines can assist with this.

12. Conclusions and Recommendations

12.1. Conclusions

Canoe Polo has a history of being very strong in the Manawātū area, with Manawātū Kiwi Canoe Polo Club (MKCP) the second largest club on a national basis. MKCP has been operating successfully for 20 years. The club has several high-performance athletes, including regularly having players in New Zealand representative teams, along with club teams who have competed successfully at international club events. For example, in September 2024 the MKCP Valkyries (women's team) and MKCP Vikings (men's team) won gold and silver respectively at the Asia Pacific Club Championships in China.

The current operational environment of the Hokowhitu Lagoon and pool-based venues in Palmerston North is not providing the ideal conditions for MKCP. The challenges and pressures which exist at the Hokowhitu Lagoon site, including water quality considerations, and compatibility issues mean remaining at Hokowhitu Lagoon is not a viable long-term option for canoe polo⁴⁴.

While MKCP is large for a canoe polo club, at 318 members (2024) it is still a relatively niche sport, with lower membership levels than many other sports in the Palmerston North area. Therefore, the potential to partner with other aquatic sports was considered. Unfortunately, a purpose-built canoe polo venue⁴⁵ would have very limited potential benefit to other water-based sports such as waka ama, other canoe and kayak disciplines such as long-boats who all need longer areas (minimum of 500m, ideally 750m or longer) in which to train. Other water-based sports users who may be able to use a purpose-built canoe polo venue, depending on its configuration (with additional off-court water space required) would likely only be canoe slalom (low numbers in the area) and potentially triathlon and open water swimmers for training purposes.

The benefits of relocating all regular canoe polo off Hokowhitu Lagoon, through investment in a purpose-built canoe polo facility, will have direct benefits to canoe polo participants across the Central Canoe Polo Region and for canoe polo at a national level. Beyond that, when wider factors are considered, such as community relationships and water quality, it is also apparent that some wider benefits to the local community may be accrued if all regular canoe polo is relocated off Hokowhitu Lagoon.

There has been relatively steady growth in canoe polo membership demand in Palmerston North in recent years, although MKCP may have reached a level of stability as population growth alone is not expected to create significant additional participation and school rolls are expected to stabilise. The main elements contributing to recent growth and demand for access to canoe polo courts in Palmerston North are:

- Regular community participation needs - based on membership numbers, team numbers and the operating programme, MKCP is considered to require year-round access to 4 permanent community courts to operate most effectively.
- Events – national events are considered to require 4 courts. For a World Championship event (or similar) canoe polo require 6 or possibly 8 courts.

In a limited funding environment, it is not considered realistic or sustainable to build facilities just to meet one-off event specifications. NZCPA has also confirmed its priority for future facility

⁴⁴ This includes MKCP activities, as well as other canoe polo activity such as the Palmerston North Canoe Club canoe polo teams.

⁴⁵ Assuming a 4 court size in the style of Mitre10 Sports Park the Hawkes Bay Canoe Polo venue example.

development is to see 3 to 4 court venues that meet local, regular use needs (in the first instance), rather than to develop facilities based on events. In Palmerston North, it is considered that local canoe polo needs can be effectively met through the provision of a 4-court community canoe polo facility. Depending on the spatial capacity of potential locations, the ability to expand to an increased number of courts in the long-term may also be desirable.

In the short-term, while pool-based facilities have limitations, such as providing reduced court sizes, and often only being available at undesirable times (late at night), demand means that some further use of pools will be needed to manage canoe polo activity levels in Palmerston North. There are 4 current pool venues that may be able to accommodate some additional canoe polo use⁴⁶. It is expected that a combination of programme changes by MKCP, and additional pool-based water access will be required in the short-term.

It is considered the ideal solution to current operational issues, and the current and future needs of canoe polo is to relocate all regular canoe polo off Hokowhitu Lagoon, to a dedicated 4-court community canoe polo venue that also enables national, regional and level events. To host larger events there may be options to access another 4 courts on a temporary basis or expand the permanent courts (if required) in future (depending on the site capacity) for major events. This could be achieved by maintaining a right for canoe polo to use temporary courts at Hokowhitu Lagoon for a specified number of events per year⁴⁷. To be able to host significant international canoe polo events in New Zealand it may even be possible to offer hosting across both Hawke's Bay and Palmerston North. That is a matter for NZCPA to determine.

The 3-stage options assessment process undertaken for this report has confirmed that there are 6 possible sites available in the Palmerston North area to develop a 4-court community canoe polo facility. These options are:

- Public land (under PNCC or HRC ownership)
- Land under education ownership
- Private owned land/water sites with development potential (lease or purchase)

Each of the location options has different potential advantages and disadvantages, including related to the potential costs of each scenario. For example, any option that requires land/site purchase would be a more costly scenario but may have more potential for partnerships or for future expansion if required.

While the location options require further investigation, the fact that Massey University is developing a new site Masterplan in 2025, provides a prime opportunity to test the potential of that location for a canoe polo development. With existing infrastructure at the campus which could support canoe polo activity (such as car parking, gym facilities including toilets and showers) and other sports facilities with public use, (indoor courts, outdoor courts, sports fields, and other assets) there is potential to create a major sports hub on the campus.

MKCP appears to have the desire and capability to progress a significant facility development project. However, to be successful, it will need significant support from key funders and partner organisations. A detailed feasibility and business case will need to be undertaken to confirm a preferred development site, along with the optimum governance, operating and financial model of a purpose-built canoe polo venue.

⁴⁶ These are Freyberg Pool and Makino Aquatic Centre (increase current use levels) and Splashhurst Pool and Lido Aquatic Centre (start using).

⁴⁷ This may be based on specific conditions covering days and times of use.

12.2.Recommendations

1. In the short-term, make changes to venue use to help manage facility access demands including:
 - a) Permit the goals in the overflow area at Hokowhitu Lagoon to be in place during the peak season (October – April)
 - b) Explore programming changes to optimise existing venue use (where possible)
 - c) Secure increased access hours to pools to support regular training and game play.
2. That a 4-court community canoe polo facility is developed as a long-term solution for canoe polo needs in Palmerston North.
3. Once a 4-court community canoe polo facility is developed, that all regular canoe polo activity is relocated off Hokowhitu Lagoon.
4. That PNCC should continue to make Hokowhitu Lagoon available as a one-off events venue (when required), for occasional canoe polo tournaments which require more than 4 courts. PNCC may wish to limit this to a set number of events per annum with specific operating days and hours as agreed conditions.
5. That a detailed site assessment is undertaken of all 6 potential locations, to identify the preferred site(s) for progressing to a feasibility study. This would include having initial conversations with landowners as an early step as these discussions may exclude some locations from further consideration, prior to undertaking a full feasibility study.
 - a) One of the options recommended for detailed assessment is Massey University. As Massey University is undertaking a master planning exercise in 2025 it would be advantageous to engage with Massey to explore the potential opportunity for a community canoe polo facility as part of the master plan work.
6. In parallel (or following the completion of) Recommendation 5, a feasibility study is undertaken which explores the confirmed, preferred site(s) for the development of a 4-court community canoe polo facility.

13.1. International and National Documents of Relevance

The purpose of this document is to provide the rules that govern:

- Chapter 8 of the rules defines the field of play:

- Figure 13.1: ICF Approved Field of Play



NZCPA Mission – To promote and encourage all aspects of canoe polo in NZ for the future of the sport and its participants.

Additionally: NZCPA will support the preservation of the natural canoeable waterways of NZ (this additional statement is mentioned in their annual return for 2023 it is not mentioned in their Strategic Actions document 2021-2024.

Activities undertaken by NZCPA (all for part as BAU):

- Delivery of national inter-club competitions
- Development of young players
- National school competitions
- Selection of national representative teams
- Refereeing development
- High performance development
- Coaching development.

In addition to BAU certain activities focus on:

- Membership Retention
- New Clubs
- New members

These include:

- Resources
- Communications
- Membership Management

There is no reference to facilities in this Strategic document, although there is reference to building/buying equipment

There are 5 regional associations throughout NZ with 12 affiliated clubs in the North Island and 4 in the South Island. Some of the clubs are specially canoe polo clubs while others are canoe clubs. MKCP and Palmerston North Canoe Club are both part of the Central Canoe Polo Association (CCPA). MKCP's Greg Sawyer is the contact for CCPA.

NZCPA Underlying Principles

- Diversity:
 - Geographical
 - Age
 - Gender
 - Ethnicity
 - Disability
- Sustainability:
 - Volunteers base
- Systems and policies:
 - Clarity and streamline



The 31 December 2023 financials refer to the 2023-26 Strategic plan being adopted by the Board, but it is not on the website.

In those financials membership is reported (3% increase from 2022):

- 1,438 affiliated members
- 430 Adults
- 597 high school
- 382 primary and intermediate
- 29 non-playing volunteers

Noted: lost 3 affiliated clubs since the covid-19 pandemic

13.2. Regional and Local Documents of Relevance

13.2.1. He rā ki tua

Vision

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

Key Principles

- Honour Te Tiriti o Waitangi
A people-centered approach
- A network approach to future planning
- Shared use of spaces and places
Ensuring equitable spaces and places
- Factoring in the sustainability of spaces and places

13.2.2. Assessment of MKCP Proposal for an Outdoor Purpose-Built Facility, PNCC Undated likely 2024

Overall, the assessment of the proposal outlined in the Facility Concept Outline (FCO) shows a moderate level of alignment with the assessment criteria in the current RSFP and the new He rā ki tua Horizons Region Spaces and Places Plan.

| Assessment criteria | Outcome of assessment |
|--|---|
| Manawatū-Whanganui Regional Sports Facility Plan - level one (gateway) criteria | There is a good level of alignment with the criteria however there are some aspects that need to be improved, and these will be reflected in the next phase of work, a needs assessment |
| Additional PNCC assessment criteria (from the 2022 review of the RSFP 2018) | Many of these criteria have been assessed under the new He rā ki tua Plan. |
| Assessment of the FCO against RSFP principles | The proposal has a moderate degree of alignment with RSFP principles. |
| He rā ki tua Horizons Region Spaces and Places Plan for Sport and Recreation – assessment against essential criteria | The assessment showed medium alignment against these (new) criteria |

Recommendation:

The assessment shows that the facility concept presented by MKCP needs more investigation through an independent Needs Assessment. This assessment would provide more evidence of need, build on the 'Aquatic facilities and water-based recreation needs assessment' and address any gaps identified through the assessment of the FCO. A full feasibility study should not take place before this work is carried out.

The objectives for a formal needs assessment, are to:

- Outline specific issues relating to the use of Hokowhitu Lagoon for canoe polo (and potentially other water-based recreation activities), investigate potential options for facility development and a recommended way forward for canoe polo facility provision.
- Provide a contextual analysis of the Hokowhitu Lagoon and environs in terms of its recreational, historical, natural and cultural values.
- Assess the facility approaches presented by MKCP in the FCO including an examination of potential sites for a new facility to determine a preferred way forward (e.g. options to improve existing facilities or relocate to another facility (at an existing waterbody or new purpose-built facility) and identify any facility partners and shared use opportunities.
- Expand on the analysis undertaken in the Needs Assessment to inform the viability of MKCP's facility concept (i.e. justify any facility provision through evidence) and to determine whether a feasibility study should be progressed in line with the regional sports facility planning approach.
- Provide information for reserve management planning processes.

13.2.3.MKCP Facility Concept Outline, Undated likely 2023/4

Submission by MKCP to partner with PNCC to develop a purpose-built facility. Club second largest in NZ. Draws players from Manawatū

Current challenges identified:

- Hokowhitu Lagoon
 - Limited court space
 - Have 3 courts.
 - Have 21 teams in grade 4, sometimes 70 boats on the water. That equates to 23 players per court, but a court only holds 10 (for games).
- Have to set up temporary courts when host large events
 - Not enough pontoons to cater for large events
 - The distance of the banks to court edge makes it difficult for off water coaches/managers
- Water quality and depth
 - The water depth decreases by about 500mm each summer, sometimes more.
 - Instances where bacteria and wastewater from local houses makes the lagoon a potential health and safety hazard
 - The deeper the water the better the quality.
 - The lagoon has not been dredged in over 20 years.
- Limited infrastructure/amenities
 - Have to bring in portaloos for special events and tournaments (cost to club \$1200 - \$1800)
 - Pay PN Canoe Club to use power and storage at the Chalet. Often struggle to store gear there.
 - Not enough space at the Chalet for holding educational workshops, player development sessions.
- Complaints from neighbours
 - About noise early morning and after 7.30pm – around 1 a month over summer
 - Appearance of courts, goals, and pontoons distracting for 'the beauty' of the lagoon

- Indoor pools (Freyberg/Makino)
 - Not ICF approved size, only 25m
 - Freyberg used the most – 25m x 12m. Good to train beginners and to run intermediate grade but not suitable for other grades.
 - Have to compete with others to access the space. During terms 2 and 3 its used 6 nights a week
 - Lack of training space for seniors over the winter
 - Because of lack of pool access (after 7pm), can't grow the sport.
- Proposed purpose built facility to include:
 - outdoor courts minimum (full-size of 35x23m) with space for a 5th court to be set up to host our largest events.
 - Refereeing pontoons or space beside each side on the length of the court for two referees. (One either side)
 - Each court needs a space for a score bench placed in the middle of the court on one side
 - Courts configuration is flexible with courts 2x2 or as a single row
 - outdoor courts would fit on 1 acre. Therefore 1 hectare (2.47 acres) would easily accommodate 6-8 canoe polo courts
 - Installing 6-8 courts would future-proof the venue, and it would be useful for international events such as the World games
 - Off water space to store gear and to offer off water training sessions.
 - Spectator areas.
 - Ablution blocks for changing and toilets
 - Power and Lighting
 - Car parking
- Or the development of the Hokowhitu lagoon to a standard that caters for our members' needs, future proofs the sport and deals with current issues.

Potential contribution by MKCP

- Estimated build cost of between \$800,000 - \$1,000,000 would be needed to build an above ground reservoir (Based off Hawke's Bay Canoe Polo costs.)
- Have \$44k available to contribute to initial investigation phase. Would look to source money from external funders for development. Have volunteers who could provide heavy equipment to reduce development cost for example diggers for excavation, engineers for site development.
- Club would cover daily operating costs such as power and court maintenance.

The development of a 50m indoor pool is also suggested:

- A full-size court would significantly change the game that is played on a smaller pool - our senior players often play 4v4 because of the small court
- Members could play canoe polo all year around without needing to contend with winter conditions while playing outdoors which can be both hazardous and unenjoyable.
- The introduction of another pool would reduce demand and may mean we can access Freyberg pool earlier, meaning less late nights for your youngest players.

Benefits of a purpose built facility are identified:

- Available for all year use by our elite athletes
- Available for daily use by schools
- A minimum of four permanent courts and goals set up will save on time, maintenance, and labour for our volunteers.

- Ability to host more New Zealand and local tournaments
- Potential right to host the Canoe Polo Worlds Championships (WC needs 4 courts for matches and 8 goals extra for warmups)
- No issues with neighbours' concern for noise and the location of courts/ tournaments
- Locally, more out of town visitors to the area requiring food and accommodation
- Venue could be shared by other codes, such as triathlon

Current use of Hokowhitu Lagoon:

- Club Trainings / Games organised:
Mon – Fridays, 4:30pm-7:30pm Sundays 9am – 5pm , and socially on Saturdays.
Outside this members play and train at their own schedules.
- Events held at Hokowhitu Lagoon:
 - Atahua Cup – Weekend (Feb) national event hosting around 60 teams of 7 players (420 Competitors) plus family supporters
 - National League competition hosting - A Grade Competition March / April (about 20 national teams)
 - B or C & D Grade Competition (about 16 national teams) March/April
 - December Club Competition (about 18 teams)

Current use of Freyberg and Makino Pools for school league, development, and social games:

- Freyberg pool
 - Terms 1 and 4 Wednesday, Thursday, and Sunday evenings.
 - Terms 2 and 3 every evening except Saturdays.
- Makino Pool
 - Terms 2 and 3 every Tuesday and Thursday evening

Future usage anticipated with a purpose built outdoor facility:

- All of the above
- More opportunities for grades to run more than two trainings per week
- Schools could utilise court space for team trainings, currently not able to be accommodated with weeknights club trainings filling the courts
- Community development sessions
- All hour training capacity for highest performance athletes needing to work around work/study schedules i.e. 6am has occurred this season with our World's players. This wouldn't disturb neighbours with travelling sound
- More National League events hosted
- Potential for international competitions hosting
- Potential for hosting of international teams' programme development
- NZCPA camps hosted
- NZCPA competitions hosted i.e. Club Champs, a national competition
- Secondary Schools National Championships
- Central Canoe Polo Association competitions developed (mid/lower North Island region)
- Inter-Regional competition development i.e. MKCP and Hawke's Bay

Other potential users of facility:

- Canoe
- Waka ama
- Long boaters
- Triathlon

Local considerations:

Acquire an existing lake with clean water

- Bare land along the Manawatū river would provide an easy feed source as well as natural water exchange through the rocks/sediment
- Sports parks/field development i.e. Skoglund Park. As an option, this fits being beside Freyberg pool which caters well to our junior players, has current amenities, some areas do not border directly onto neighbouring properties
- Bare land which could be further developed alongside other sporting codes
- Co-location or integration with other community facilities
- A good water supply is needed. If rural land is used, a bore would be needed. Water would be used as irrigation on surrounding land, so a sports venue with pitches to water would be ideal.

Short term options to help with current challenges:

- Creation of a permanent court on the lagoon for the club season (December - May).
 - This is a priority and enabling this would hugely help court congestion with training through the week.
 - This option would potentially need some digging out of the lagoon to create a deeper court as well as removing some of the edge planting. (If installed beside the furthest court).
 - This would also need collaboration with Palmerston North Canoe Club as it would impact their long boaters. As well as Rangitāne.
- Looking at access points for players to get on and off the water safely, Particularly when water levels are low
- Looking at weed management at the lagoon
- Looking at water level management
 - it got so low this season a player hit their head on the bottom of the lagoon when rolling in their boat.

13.2.4.MKCP Strategic Plan 2024 – 2029

Mission - To facilitate the development of all levels of Canoe Polo by fostering an environment that enhances the lifelong values of sportsmanship, commitment, Integrity, respect and teamwork.

Vision - To be recognised as a premier canoe polo club that inspires passion for the sport, cultivates a culture of excellence, camaraderie, and respect on and off the water, while contributing positively to the growth and development of canoe polo at local, national and international levels.

SWOT Analysis

- Strengths – nothing relevant
- Weaknesses – Areas for improvement or that the club is lacking in
 - Limited court space available to effectively train. -Feasibility study underway to look at Regional Purpose Built Facility (RPBF)
 - Limited indoor pool space to play and train during the cooler months when competing with other codes. Small court size and the times available to access often means school grades are starting and finishing late.
 - Limited capacity to move up the grades as spaces are full with capped team numbers and player movement.
 - Travel to other locations / competitions is a barrier and burden felt by many. - Host more local events to cater for players who want to play but can't travel.
- Opportunities
 - Bring in another court for the season to create more space to effectively train.
 - Create a court booking calendar.
 - Build relationships with Rangitāne, create more opportunities for local whanau and rangatahi to engage in our sport.
- Look at the relationship with Makino pool and MDC to create a lower cost hireage to play and train at their venue as well as the provision of gear from Makino.
- Threats
 - Continued growth and demand to play without further development and expansion of court space. - Work is underway to develop RPBF

- Removal of the lagoon for us as a place for us to train and play. Be that by impacts of water quality, water depth, neighbour complaints, or Mana whenua rights as kaitiaki of the space - Build and maintain relationship with Rangitāne and PNCC
- The Chalet - Ongoing maintenance and upgrade conversations occurring which could impact future viability for us as a space to store our gear. - Working alongside PN Canoe Club
- Loss, theft or damage to player gear stored in the chalet, during transport as well as the courts and pontoon areas on the water of the lagoon.
 - o Community members accessing the lagoon via pontoons - liability if injury or death were to occur? - Signage, active promotion and ensuring pontoons are tied up and away from shore to rescue risk.
- Reduction in indoor pool availability as well as increased hireage costs. - Maintain positive relationship with Freyberg and Makino communicating needs of community

Club Focus

Develop a fit for purpose facility that will enable more to effectively train and play, as well as enable our sport to grow locally, host more competition, and last well into the future for the next generation of players.

Short Term Goals (next 1-2 years)

| Activity | Priority | Timing |
|--|----------|--------------------------------|
| 1. Upgrading all courts at the lagoon | H | By Feb 2025 |
| 2. Setting 4th court during the season (Oct-May) | M | By Nov 2024 |
| 10. Implement a court booking system | M | Prior to season starting (Nov) |

Long term Goals (next 3-5 years):

3. Drive the development of a regional canoe polo facility

5. Strategy for PNCC clubrooms

Includes excerpt from submission to PNCC above re: specs of purpose built facility, idea for 50m indoor pool, and local considerations.

Next Steps:

- Engage with Sport Manawatū, PNCC and NZCPA to start conversations around the needs of our club, and how to move forward with looking at the development of a Regional Purpose Built Facility (RPBF) – Ongoing
- Facility Concept Plan developed and shared with PNCC - Complete and submitted
- Needs Assessment undertaken by an external, independent entity – Underway

13.2.5. Access Audit – Palmerston North Park Pavilion Facilities, Barrier Free 2023

Purpose of Accessibility Audit:

- Improve equality and enhance service provision for all staff, community members, visitors, and stakeholders of the facilities.
- Suggestions specifically consider disabled people.
- Look at the internal and external elements and examine the potential implications in regards accessibility in respect of New Zealand Standard 4121: 2001 and other relevant universal design guidance.

The Chalet, Boat Shed and public toilet are identified as Priority 1 Group (Not compliant with NZSA T4121: 2001).

| Area | Issues | Solution | Priority |
|------------------------------------|---|---|----------|
| Approach from accessible parking | Cracked concrete pathways and uneven surfaces | Replace with even concrete with contrast edging to provide clear pathway to toilet block | C |
| | Significant drainage ditch of more than 20mm, creating an uneven pathway | Move accessible car parks to right-hand side of building closer to toilet block access with a shorter distance to traverse to access toilet facilities. | C |
| Accessible parking | Lacks blue contrast paint | Apply colour contrast accessible parking surface colour. | B |
| Main entrance doors/ Cubicle doors | Lacks contrast on door framing and leading edge of the door | Install contrast | A |
| Bathroom entrance | The floor features a ledge in the bathroom entrance | Eliminate floor edge during full remodel of the toilet block | C |
| Stairs – front and side access | Lack contrast on stair nosing | Install contrast nosing to the edges of the stairs | A |
| Stairs – side access | Handrail not continuous | Install a handrail that runs continuously along the length of the stairs | A |
| External public toilet | A toilet is out of order, facilities are dated, low quality | Create 2 fully accessible cubicles | C |
| | Lacks backrest | Install suitable backrests for toilet seat cover to rest at 10-15 degrees between the vertical | B |
| | Urinal inaccessible due to significant ledge | Ensure approach to urinals is even | C |
| Bathroom fixtures and fittings | Coat hook fittings too high (1700mm above the floor) | Reposition coat hooks to height below 1350mm above the floor | A |
| Signage | Lack of signage indicating accessible route or direction to public toilets from the carpark | Introduce eye-level signage within carpark | A |
| | Small signage on outside of public toilet featuring pictogram and text – no braille, not embossed | Replace with sign which contains braille, large, embossed print, and embossed pictogram | A |

13.2.6.The Chalet – Initial Seismic Assessment Report, Beca December 2022

A high level assessment of the building was undertaken on the basis that it is an Importance Level 2 (IL2) Building in accordance with the NZ Loadings Standard, NZS 1170. Potential seismic rating of 25% NBS (IL2).

Potential critical weaknesses were identified in the building:

The location of The Chalet adjacent to the Hokowhitu Lagoon is classified as highly susceptible to liquefaction. Given its proximity to the lagoon, it is also likely to be susceptible to lateral spreading. From the partial Architectural and Structural drawings, the foundations seem to include a 5-inch slab and strip footings under wall and beam lines which will tie the building together and mitigate some effects of differential settlement.

- The upper storey is resisted by one central steel portal frame in each direction in the original and extension part of the building respectively, with minimal resistance against torsion.

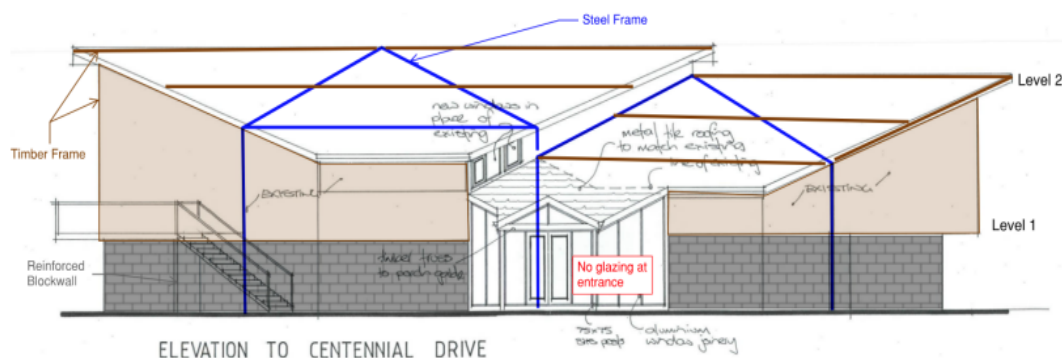
A more Detailed Seismic Assessment(DSA) is recommended. That is unlikely to improve the rating but would identify whether the glazing requires strengthening. A DSA could find Structural Weaknesses (SWs) not identified from the IEP, or that a feature initially identified as a potential Critical Structural Weakness has been addressed in the design of the building. It would confirm the critical structural weaknesses that needs addressing to achieve a seismic rating targeted by PNCC.

Building Description:

- Built 1962, an extension, similar in nature to the original building was built in 1968.
- 2 storeys. Both 305m2 each.
- Lower storey used as part of a rowing club (no mention of canoe or canoe polo) with large sliding doors to access the lagoon close by
- Upper storey used as a venue for conferences and weddings with 2 commercial catering kitchens on both the original and extended sides
- Assumed holds 300
- Decramastic roofing tiles
- Roofing supported by timber purlins to transfer load through to the steel portal frames which deliver the roof loads all the way to the block walls and foundations below.

Suspended floor comprises timber joists, supported on timber beams and posts, and reinforced block walls.

- 5-inch slab-on-grade and strip footings.



The Chalet is located right next to a lagoon, with no other buildings around.

- There is an accessibility ramp added on in 1991 which connects into the decking.

Based on the GHD Geotechnical report, The Chalet is situated in an area highly susceptible to liquefaction and on soft soil. However, given the lower structure is relatively stiff and there is a reinforced slab and footings, the structure is considered to be well tied together and likely able to mitigate effects of liquefaction.

13.2.7. Rules of MKCP April 2022

Objectives:

- To take over the effects and liabilities of the MKCP Club and to receive funds from the Club To maintain, and conduct, and provide facilities and activities for the canoe polo club
- To do all things as are incidental or conducive to the attainment of the above objects, provided that no member at Kiwi shall derive personal pecuniary gain from membership of Kiwi

The rules cover the following topics:

- Membership
 - Admission
 - Termination
 - Life members
- Subscriptions
- Officers and their elections
- The Committee/ subcommittee
 - Committee meetings
 - Powers of the Committee (Section 10)
- AGMs
- Finance
- Alteration of rules
- By-laws
- Winding up

Amongst other things, the powers of the Committee allows it to:

... build, purchase, lease, rent, hold and /or refurbish any building or premises for the uses of members of Kiwi and may from time to time dispose of some or any part of it

... borrow or otherwise raise money ... by mortgage ...

13.2.8. Memorandum to Play, Recreation and Sport Committee October 2020 – Re: Hokowhitu Lagoon Water Quality

The memorandum noted:

Identifying and addressing the discharge of contaminated stormwater to the Hokowhitu lagoon is problematic given the size of the catchment, the variety and number of potential contaminant sources and the complexity of the network. Achieving any measurable improvement will require significant effort over an extended period.

The inspection and monitoring work completed to date have identified that all sections of the sewer network contribute some contaminants to the Hokowhitu lagoon, although some sub-catchments appear to contribute disproportionately higher levels based on the E-coli results. Main source of contamination coming from discharge pipe in Ihaka Street.

13.2.9.Memorandum to Sport and Recreation Committee September 2019- Re: Hokowhitu Lagoon Water Quality

This is the first of an annual reporting regime following the report lodged with the Committee about water quality at the Hokowhitu Lagoon in September 2018. Testing had shown some improvements in water quality, but testing needs to be done post-storms to check at that time.

Wider initiatives contributing to improving the Lagoon water quality and health were noted:

Implementation of a bore water replenishment system to likely flush nutrients and other contaminants during Lagoon low water inflow periods, particularly in summer.

In street rain gardens planned for new residential sub-division of the Hokowhitu campus will treat the majority of the first flush of stormwater from the roads and private properties prior to discharge into the Lagoon.

Lake edge refurbishment replacing the failing timber retaining wall with more natural landscaped edges that provide a degree of treatment.

Stormwater drainage upgrade to Stirling Crescent and Albert Street.

13.2.10.Excerpt Hokowhitu Lagoon - Bank Remedial Works – Resource Consent Application and Assessment of Environmental Effects, Tonkin and Taylor Ltd, June 2019

Archaeological and cultural effects

...the works are not within the immediate vicinity of the archaeological site, and it is considered appropriate to follow the ADP (accidental discovery protocol).

Strong values of Rangitāne o Manawatū which came out of the workshop included naturalness, biodiversity, and enhancing water quality. Overall Rangitāne o Manawatū have indicated general support for the work, therefore there are not considered to be any adverse cultural effects of the proposal.

Note: The Canoe Club and waka ama were involved in the workshop, amongst others. There was no mention of canoe polo being in attendance.

13.2.11.Memorandum to Sport and Recreation Committee March 2019 – Re: Status of Hokowhitu Lagoon

The paper was prepared in response to a directive from Council to the CEO to establish if the Hokowhitu Lagoon should be treated as a sports field, and whether Canoe Polo should pay for use of the Lagoon in a consistent manner with clubs that book and use sports fields because in recent years it had a significant site for water-based sporting activity.

The paper put forward 3 options:

Option 1:

- Do not classify the Hokowhitu Lagoon as a sports field. (Recommended)
- Retain the status quo at Hokowhitu Lagoon, with water-based sports working with Council to manage rubbish and water weed.

Option 2:

- Do not classify the Hokowhitu Lagoon as a sports field.
- Apply the Policy for Funding Operating Expenses to Hokowhitu Lagoon for water based sports users, and Council take over all operational work on the lagoon.

Option 3:

- Classify the Hokowhitu Lagoon as a Recreation Reserve under the Reserves Act 1977.
- Apply the Policy for Funding Operating Expenses to Hokowhitu Lagoon for water based sports users, and Council take over all operational work on the lagoon.

13.2.12. Application by PNCC for Resource Consent, October 2018

PNCC made an application for a resource consent to replace the finger jetties at the Canoe Club at Hokowhitu Lagoon.

Scope of work:

- The structures to be replaced by placing on the bed of the lagoon a number of steel mesh boxes filled with rock. On top of these will be timber decks of the same size as the previous jetties.
- New consent for an existing use.
- No earthworks other than to remove litter or other detritus that may have settled under the existing jetties.

13.2.13. Memorandum to Sport and Recreation Committee, September 2018- Re: Hokowhitu Lagoon Water Quality

Calls for the Committee to receive the report titled Hokowhitu Lagoon Water Quality dated 20 September 2018 noting the contamination issues and the proposed steps taken in response, including developing a Health Risk Management Plan with the Lagoon user groups.

The report referred to identified that recreational users of the Lagoon had reported becoming sick after participating in recreational activities on and in the Lagoon.

Horizons Regional council undertook water quality testing and found high levels of E. coli bacteria in 2 sampling locations presenting significant risk for contact recreational users. These likely came from stormwater contamination after heavy rain.

3 areas of mitigation were identified:

- Recreation user notification
 - Discussion around health risk management plans
 - Permanent signs
- Water quality monitoring
- Network investigations

13.2.14. Resource Consent Granted, May 2018

Resource consent granted for Hokowhitu Lagoon pumping recharge infrastructure work.

Conditions:

Must be in accordance with plan submitted by Tonkin and Taylor, April 2018

- Work shall cease if any items of cultural or archaeological significance are discovered and shall not recommence until a relevant site inspection has been completed by iwi and Council reps and Historic NZ Places Trust
- Construction within certain time limits and waste/dust control

13.2.15. Hokowhitu Lagoon – Resource consent Application and AEE, Tonkin and Taylor Ltd, April 2018

Cultural effects

The excerpt identifies Hokowhitu Lagoon an important asset to Rangitāne. Historically as a favoured food gathering place and a particularly good place for catching tuna. The unfortified village of

Ruahine was established near the Lagoon and across the river from the fortified pa at Te Motu o Poutoa. The ephemeral Ruahine Stream connected the lagoon to the river.

Rangitāne still treasure the lagoon for its historical significance. Te Wānanga o Aotearoa operates a campus alongside the lagoon and iwi utilise the lagoon itself for waka activities and other recreation alongside other citizens of the city.

Maintenance of stable water levels in the lagoon is important to Rangitāne in order that the health of the water body is preserved, and the biodiversity maintained or enhanced.

Rangitāne o Manawatū have indicated general support for the lagoon recharge project, particularly as a preference to topping up the lagoon via the groundwater bore, which is the existing method.

13.2.16.Resource Consent Application - Groundwater Abstraction Hokowhitu Lagoon Bore April 2012

PNCC is applying for a water permit to abstract up to 2000 cubic metres of water per day from well No. 336214 located at the eastern end of the Hokowhitu Lagoon Reserve and discharge this water into the Hokowhitu Lagoon adjacent to the well site to maintain the water level in the lagoon for recreational use and environmental purposes during the summer months (November to April).

Potential adverse environmental effects are said to be no more than normal.

13.2.17.Decision on an Application to change Conditions for Resource consent May 2004

A variation, to a 2003 decision to allow PNCC the desludge Hokowhitu (referred to as Centennial in the document) Lagoon was granted to allow the desludging to continue through winter as the planned work did not commence at the agreed time because of flooding.

13.2.18.Manawatū Lakes Study, Tonkin and Taylor May 2001

The report considers 4 sites for the development of a recreational lake in Palmerston North:

- Aokautere
- Koehlers Rd
- Walkers Rd
- Whakarongo

After consideration with interested groups and discussion with the Working Party, the two preferred sites for remaining study were Aokautere and Walkers Road.

Aokautere Is the best site for a reasonable and recreational lake (35ha plus) for the following reasons:

- There is more flexibility in the size and shape of the lake
- The lake would not be exposed to flood risk. Overflow from extreme floods in the Manawatū River could be diverted back to the river via the floodway or prevented by enhancing the existing stopbank
- The lake will not affect Manawatū River flood hydraulics
- The cost to purchase the land and construct a 35ha lake is less at Aokautere than at Walters Rd
- The general area of Aokautere is one of the fastest growing areas in the city
- There are developers who have indicated a willingness to substantially contribute to the cost of a lake in return for the opportunity to develop the area around the lake as a largely residential urban area
- Aokautere offers the opportunity for the lake with surrounding reserve area, and associated residential development as an attractive growth node well integrated with the city

Recommendations:

- Aokautere:
 - PNCC consider whether a standalone lake at Aokautere at an estimated cost to Council of \$7.5m to \$1 O. 7m is justifiable, or whether the option of a combined lake and urban growth node be further considered.
 - PNCC holds discussions with developers and landowners to discuss a cost sharing arrangement for the lake and urban infrastructure and develop a memorandum of understanding between the parties.
 - Subject to favourable outcomes from the above, consultants are commissioned to carry out a preliminary design for the lake with site investigations, refine cost estimates, and develop a programme for project implementation.
- Walkers Rd
 - The Walkers Rd site options have been fully considered in this study and should not be pursued further as a lake site option by PNCC.
 - Forward the report to the Manawatu District Council for consideration by that Council of the existing and future potential of the West property for small lake development. Recommendation not to pursue

14. Appendix 2: Membership Data

Table 14.1 MKCP Membership Totals over 10 Year Period (2014 to 2024)

| 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|------|------|------|------|------|------|------|------|------|------|------|
| 263 | 259 | 285 | 249 | 321 | 316 | 283 | 316 | 291 | 305 | 318 |

Table 14.2: Detailed MKCP National League Statistics 2020 – 2024

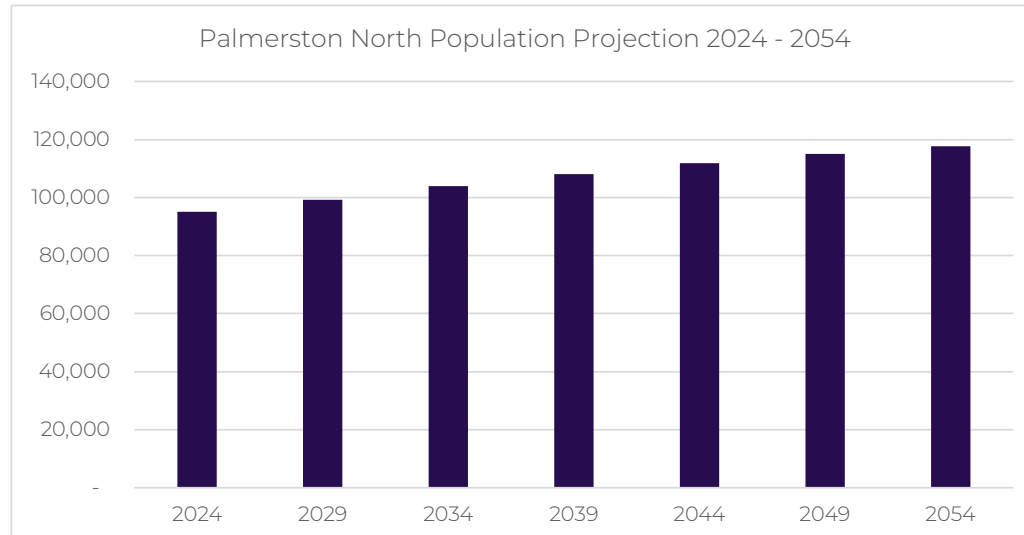
| Grade | 2020 | | 2021 | | 2022 | | 2023 | | 2024 | |
|----------------------|---------|-------|---------|-------|---------|-------|---------|-------|---------|-------|
| NL = National League | Players | Teams | Players | Teams | Players | Teams | Players | Teams | Players | Teams |
| A Grade Open NL | 30 | 4 | 30 | 4 | 30 | 4 | 31 | 4 | 31 | 4 |
| A Women's Grade NL | 9 | 1 | 16 | 2 | 15 | 2 | 16 | 2 | 16 | 2 |
| B Grade Open NL | 29 | 4 | 37 | 5 | 30 | 4 | 21 | 3 | 23 | 3 |
| B Women's Grade NL | 14 | 2 | 8 | 1 | 13 | 2 | 14 | 2 | 21 | 3 |
| C Grade Open NL | 49 | 7 | 41 | 6 | 36 | 5 | 35 | 5 | 29 | 4 |
| D Grade Open NL | - | - | - | - | 21 | 3 | 13 | 2 | 35 | 5 |
| Total NL | 131 | 18 | 132 | 18 | 145 | 20 | 130 | 18 | 155 | 21 |

15. Appendix 3 – Detailed Demographic Data

15.1.1. Palmerston North Population Projection

The population of Palmerston North is expected to increase from 95,133 in 2024 to 117,695 in 2054. This is an increase of 22,562 people or 24% in the 30-year period.

Figure 15.1: Palmerston North Population Projection



Source: Palmerston North Population and Household Projections – 2023

15.1.2. Palmerston North Age Group Projection

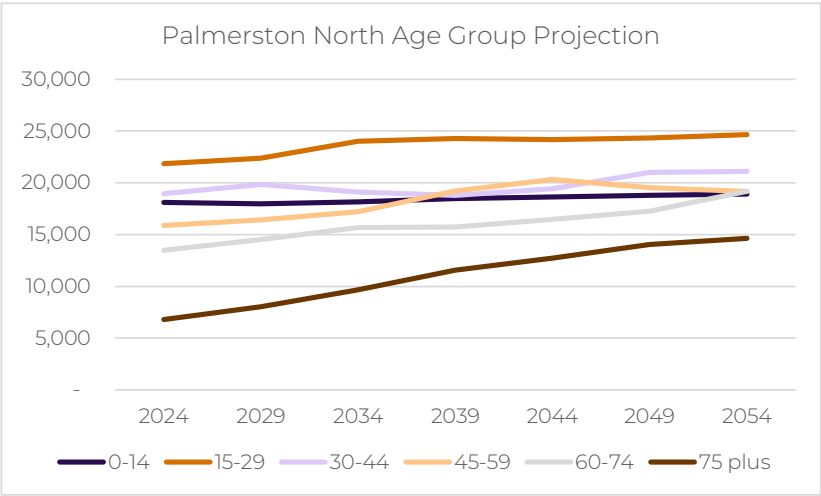
The populations of all age groups are expected to increase over the 30 years to 2054. The increases in the 0-14, 15-29 and 30-44 age groups are expected to be relatively small at 4%, 13% and 11% respectively. However, the 45-59-year age group is expected to increase by 21% or just over 3,000 people. The 60-74-year age group is expected to see growth of over 5,500 people (42%) and the group aged 75 plus of nearly 8,000 people (115%) over the 30 years.

Table 15.1: Palmerston North Age Group Projection

| Age Group | 2024 | 2029 | 2034 | 2039 | 2044 | 2049 | 2054 | Change 2024-2054 | % Change 2024-2054 |
|-----------|--------|--------|--------|--------|--------|--------|--------|------------------|--------------------|
| 0-14 | 18,129 | 17,975 | 18,146 | 18,476 | 18,633 | 18,772 | 18,919 | 790 | 4% |
| 15-29 | 21,850 | 22,361 | 24,028 | 24,261 | 24,175 | 24,337 | 24,660 | 2,810 | 13% |
| 30-44 | 18,980 | 19,859 | 19,132 | 18,791 | 19,445 | 21,005 | 21,108 | 2,128 | 11% |
| 45-59 | 15,883 | 16,412 | 17,226 | 19,245 | 20,325 | 19,560 | 19,178 | 3,295 | 21% |
| 60-74 | 13,492 | 14,549 | 15,705 | 15,711 | 16,499 | 17,281 | 19,190 | 5,699 | 42% |
| 75 plus | 6,798 | 8,053 | 9,686 | 11,547 | 12,704 | 14,055 | 14,639 | 7,841 | 115% |

Source: Palmerston North Population and Household Projections – 2023

Figure 15.2: Palmerston North Age Group Projection



Source: Palmerston North Population and Household Projections – 2023

15.1.3. Palmerston North Age Group Distribution

With 23% of the population, the 15-29-year age group is the most populated group at present. This age group is also expected to be the most populated group in 30 years' time at 21%. The proportion of those in the 30-44- and 45-59-year age groups is expected to be very similar to the present at 18% and 16% respectively while the proportion of the population in the 0-14 year age group is expected to decline by 3% to 16%. Conversely, the proportion of the population in the 60-74 and 75 plus age groups is expected to increase to 16% and 12% respectively.

Table 15.2: Age Group Distribution

| Age Group | 2024 | | 2054 | |
|-----------|------------------|-------------|------------------|-------------|
| | Palmerston North | New Zealand | Palmerston North | New Zealand |
| 0-14 | 19% | 18% | 16% | 15% |
| 15-29 | 23% | 19% | 21% | 16% |
| 30-44 | 20% | 20% | 18% | 19% |
| 45-59 | 17% | 18% | 16% | 19% |
| 60-74 | 14% | 16% | 16% | 17% |
| 75 plus | 7% | 12% | 12% | 18% |

Source: Palmerston North Population and Household Projections – 2023 and Stats NZ 50th Percentile (Median) Projection 2022 Base

15.1.4. Palmerston North Ethnic Profile Projection

While the population of Palmerston North was predominantly European or Other in 2024, it is expected to become more ethnically diverse. The populations of all ethnic groups are expected to

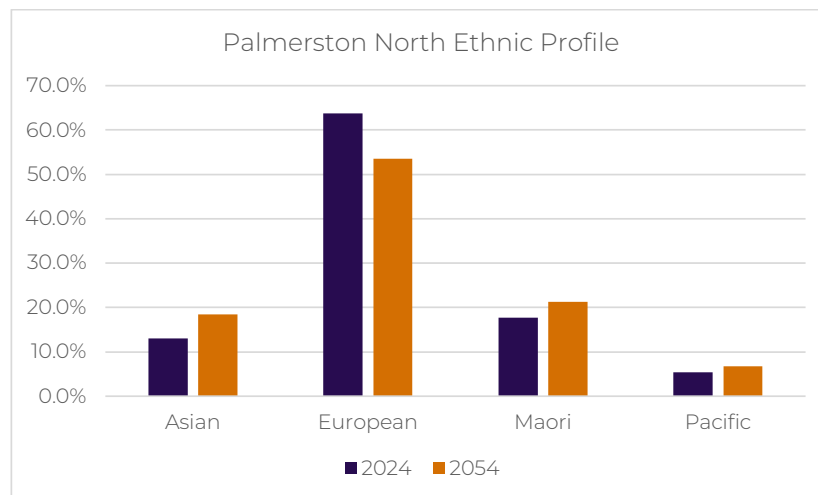
increase in the 30 years to 2054⁴⁸. By 2054, 54% of population will Identify as European, 21% Māori, 18% Asian, and 7% Pacific. The population of those identifying as Asian is projected to almost double (90%) to 27,500 while the populations of those identifying as Māori and Pacific are expected to increase by 61% and 65% respectively. While the population of those identifying as European made up the biggest proportion of the population in 2024, it is expected this ethnic group will see the smallest rate of increase, of just 13% in the 34 years to 2054.

Table 15.3: Palmerston North Ethnic Profile Projection

| Ethnic Group | 2024 | 2029 | 2034 | 2039 | 2044 | 2049 | 2054 | Change 2024-2054 | % Change 2024-2054 |
|--------------|--------|--------|--------|--------|--------|--------|--------|------------------|--------------------|
| Asian | 14,482 | 17,289 | 20,303 | 23,494 | 26,342 | 26,998 | 27,500 | 13,018 | 90% |
| European | 70,742 | 71,975 | 73,543 | 74,544 | 75,620 | 77,942 | 79,768 | 9,026 | 13% |
| Māori | 19,673 | 22,174 | 25,000 | 27,928 | 30,559 | 31,226 | 31,760 | 12,087 | 61% |
| Pacific | 6,037 | 6,841 | 7,782 | 8,752 | 9,636 | 9,809 | 9,963 | 3,927 | 65% |

Source: Palmerston North Population and Household Projections – 2023

Figure 15.3: Palmerston North Ethnic Profile Projection



Source: Palmerston North Population and Household Projections – 2023

15.1.5. Sub-Region Population Overview

As the canoe polo facility in Palmerston North is considered to be a regional facility, it is important to consider the population of the wider Sub-Region when assessing the likely demand for canoe polo in the future. For the purposes of this report, the Sub-region is considered to be the territorial authorities of Palmerston North City, Manawatū district, Rangitikei district, Horowhenua district and Tararua district.

⁴⁸ The totals of the ethnic populations can add to more than the total population as individuals can identify as more than one ethnicity.

Table 15.4 Sub-Region Population Projections

| | 2023 | 2028 | 2033 | 2038 | 2043 | 2048 | 2053 | Change 2023- 2053 | % Change 2023- 2053 |
|------------------------|---------|--------|---------|---------|----------------------|---------|-----------------------|-------------------------|------------------------------|
| Horowhenua district* | 38,431 | | | | 62,716 ⁴⁹ | | 62,716 | 24,285 | 63% |
| Manawatū district | 34,345 | 36,140 | 37,601 | 38,633 | 39,789 | 40,917 | 41,826 | 7,481 | 22% |
| Palmerston North city* | 95,133 | 99,209 | 103,922 | 108,032 | 111,782 | 115,010 | 117,695 | 22,562 | 24% |
| Tararua district | 19,153 | 19,961 | 20,803 | 21,617 | 22,007 | 22,246 | 22,350 | 3,197 | 17% |
| Rangitikei district | 16,183 | 16,696 | 17,380 | 18,158 | 18,926 | 19,808 | 20,710 | 4,527 | 28% |
| Total Sub Region | 203,245 | | | | 255,220 | | 265,297 ⁵⁰ | 62,052 | 31% |

* Horowhenua data is for 2022/23 and 2040-41 (Sense Partner Projections 95 Percentile). The population is expected to grow by 24,285 or 63% from 2022/23 to 2040/41.

** Palmerston North data source: Palmerston North Population and Household Projections – 2023. The data series ranges from 2024-2054.

Rangitikei, Tararua and Manawatū district data is sourced from Infometrics (High Projections)

⁴⁹ The 2040 projection for Horowhenua has been used to contribute to the sub-regional totals due to a lack of other data available.

⁵⁰ Due to the use of the 2040 projection for Horowhenua it is possible the sub-regional totals may be underestimated. However, it is considered suitable for high-level analysis based on the long-term nature of these population projections.

16. Appendix 4 – Detailed Local Facility Information

16.1.1. Hokowhitu Lagoon

Hokowhitu Lagoon is used for training, regular local games, and regional and national events/tournaments that are attended by other clubs and school teams. It has 3 permanent canoe polo courts set up with an overflow area that can be used informally or set up with a temporary 4th court. It is used on a daily basis from October to May each year for training and competition by MKCP members. Table 16.1 gives a breakdown of regular organised weekly use by MKCP members. The facility is also used on Tuesday and Thursday mornings from 6-8am for A Grade fitness and personal trainings. Table 16.2 details the regular (annual) tournaments and events that are attended by other clubs and teams.

Table 16.1: Hokowhitu Lagoon Regular Weekly Use (Oct-May) (Organised by MKCP)

| Day | Court 1 | Court 2 | Court 3 | Overflow Area |
|---|---|--|---|--|
| Monday 5-7.30pm Fitness | <ul style="list-style-type: none"> A Grade (Open (O)) Women (W) B Grade | <ul style="list-style-type: none"> A Grade (O & W) B Grade | <ul style="list-style-type: none"> A Grade (O & W) B Grade | <ul style="list-style-type: none"> A Grade (O & W) B Grade |
| Tuesday 5-7.30pm 9 teams | <ul style="list-style-type: none"> C Grade | <ul style="list-style-type: none"> C Grade | <ul style="list-style-type: none"> D Grade | <ul style="list-style-type: none"> D Grade |
| Wednesday 5-7.30pm 6 teams | <ul style="list-style-type: none"> A Grade (O & W) | <ul style="list-style-type: none"> A Grade (O & W) | <ul style="list-style-type: none"> A Grade (O & W) | |
| Thursday 5-7.30pm 9 teams | <ul style="list-style-type: none"> A Grade (W) B Grade (O & W) | <ul style="list-style-type: none"> A Grade (W) B Grade (O & W) | <ul style="list-style-type: none"> A Grade (W) B Grade (O & W) | |
| Friday 5-7.30pm | <ul style="list-style-type: none"> A Grade (O & W) B Grade (O) | <ul style="list-style-type: none"> A Grade (O & W) B Grade (O) | <ul style="list-style-type: none"> A Grade (O & W) B Grade (O) | |
| Saturday 9am-7pm | <ul style="list-style-type: none"> Schools Personal training Games | <ul style="list-style-type: none"> Schools Personal training Games | <ul style="list-style-type: none"> Schools Personal training Games | |
| Sunday <ul style="list-style-type: none"> 9-11am 11am-1pm 1-3pm/ 3-5pm | <ul style="list-style-type: none"> C Grade B Grade (O)/ A Grade (W) Top athletes' games | <ul style="list-style-type: none"> C Grade B Grade (O) Schools Top athletes' games | <ul style="list-style-type: none"> D Grade B Grade (W) Personal training | <ul style="list-style-type: none"> D Grade |

Table 16.2: Annual Timetable of Events/Tournaments at Hokowhitu Lagoon

| Event/Tournament ⁵¹ | Timing | Attendees | No. of Courts Used |
|--|----------------------------|--|---|
| December Bash | Second weekend of December | 15 teams + supporters | 3 plus surrounding water to warm up (no allocated court) |
| Atahua Cup | First weekend of February | 62 teams (average 7 per team = 434 players) + supporters | Has been 4 but means Fri night start and reduced draw capability. Will be 5 for 2025. |
| Secondary Schools Regional Competition Division II & III | February (1 day) | 10 teams + supporters | 3 (2 for games/ 1 for warm up) |
| A and /or C & D Grade National League (NZCPA) | Weekend early April | 36 teams + supporters | 4 plus surrounding water to warm up (no allocated court) |
| B Grade National League (NZCPA) | Mid-April | 14 teams + supporters | 2 plus surrounding water to warm up (no allocated courts) |
| NZCPA Inter-Regionals | December | 42 teams + supporters | 4 plus surrounding water to warm up (no allocated court) |
| NZCPA Squad Camps | 10-15 camps annually | 1-2 teams (8-16 players) | 1-2 |

Note: where the number of courts used for an event is more than 3 this requires the club/event organisers to set up additional temporary courts for the period of the event.

16.1.2. Freyberg Pool

Community Leisure Management (CLM) run Freyberg Pool which is one of the main local venues used by canoe polo. CLM provided an overview of canoe polo use of their facility.

Canoe Polo Regular Use Summary:

- Regular canoe polo occurs after hours (the facility closes at 6 pm). There is high flexibility due to the bookings being after-hours. However, no simultaneous activities are possible (safety reasons).
- As canoe polo bookings are out of normal operating hours they are provided a discounted rate (\$95/hr versus the standard rates of \$175/hr) except where bookings such as tournaments require displacement of other regular users, then the standard fee is charged.
- Storage for canoe polo equipment is provided free of charge.
- **Terms 1 and 4:** canoe polo bookings fluctuate between 3-4 nights/week (baseline use: Wednesday, Thursday, Sunday; with the occasional Tuesday or Friday).

⁵¹ Organised by MKCP unless otherwise noted.

- **Terms 2 and 3 (Peak Season):** canoe polo books 5 nights/week (Monday through Thursday and Sunday); occasional Friday bookings for senior players/tournament preparation.
- An annual Junior tournament is held over 1 weekend at the end of September. It usually involves 20 teams (approx. 140 players) plus supporters. This displaces other regular users for that weekend.

Table 16.3 gives a breakdown of the hours booked per month from October – December 2023 and February – September 2024. There were no canoe polo bookings in January 2024.

Table 16.3: Hours Booked at Freyberg Poo

| Oct 2023 | Nov 2023 | Dec 2023 | Feb 2024 | March 2024 | April 2024 | May 2024 | June 2024 | July 2024 | Aug 2024 | Sept 2024 | Total |
|----------|----------|----------|----------|------------|------------|----------|-----------|-----------|----------|-----------|-------|
| 19 | 24.5 | 6 | 16 | 21.5 | 15.25 | 46 | 40 | 30.25 | 54 | 39.5 | 312 |

Capacity for Growth / additional Canoe Polo use at Freyberg:

- CLM advise that there is limited pool space during peak season. However, there are no restrictions on after-hours expansion so canoe polo could go later at night although it is acknowledged this may not be desirable for young players.
- Additional nights could also be made available (such as Saturdays), although again it is acknowledged this may also not be desirable.

Financial Impact if canoe polo stopped using the facility:

- Canoe polo is financially significant for Freyberg Pool. For the period October 2023 to September 2024 Freyberg Pool secured approximately \$28,000 income from canoe polo bookings.
- It is unlikely that other regular users would take up the time used by canoe polo if they stopped using Freyberg, as the out-of-hours booking times are not considered desirable for other activities such as swim clubs despite them requesting extra lane space.

16.1.3. Makino Pool

Canoe Polo Usage:

- The aquatic centre is closed to other users during canoe polo sessions for safety reasons
- Canoe polo use 2 pools – the small 'play' pool is used for learning to roll, with the main pool used for game play.
- **Terms 2 and 3:** MKCP / Intermediate canoe polo book 2 nights/week.
- A social canoe polo competition operates on Friday nights (\$8-\$10 per person pay-to-play) during terms 2, 3 and 4.
- Typically canoe polo **tournaments/events are hosted 2-3 times/year**. These are for activities such as regional junior tournaments and training. For example, the U18 NZ team training held in 2024. Typically, these are full day bookings requiring the facility to be closed to any other users.

Table 16.4 shows bookings the indoor pool at Makino from April-September in 2023 and April-October in 2024 and for the outdoor pool from October-December 2023. There was also a 10 hour event held in the outdoor pool on 5 March 2023.

Table 16.4: Makino Aquatic Centre Use Hours By Month 2023/2024

| Type | April | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|---------|-------|-----|------|------|-----|------|-----|-----|-----|-------|
| Indoor | 3.5 | 24 | 25.5 | 11 | 25 | 11 | - | - | - | 100 |
| Outdoor | - | - | - | - | - | - | 7.5 | 10 | 7.5 | 25 |

Table 16.5: Total Regular Use Hours by Day/Session at Makino Aquatic Centre

| Year | Tuesday (indoor) | Thursday (indoor) | Friday (indoor) | Friday (outdoor) |
|------|------------------|-------------------|-----------------|------------------|
| 2023 | 32 | 18 | 50 | 25 |
| 2024 | 30 | 14 | 65 | NA |

Capacity for Growth / additional Canoe Polo use at Makino:

- There is limited potential capacity due to high competition for lane space during winter.
- Some potential for more space/times in summer when the outdoor pools are open.
- The facility manager feels Council may be willing to consider partnering with canoe polo to extend the canoe polo playing season if canoe polo were able to partially invest in facility upgrades (such as a cover for the 50m pool).

Financial Impact if canoe polo stopped using Makino:

- This would result in revenue loss, but other user groups might seek to fill the available booking times.

17. Appendix 5 – Further Detail on Options Assessments

17.1. Initial High-level Options - Advantages and Disadvantages Review

| No. | Option | Description | Advantages | Disadvantages |
|-----|---|--|---|---|
| 1 | Status Quo | Canoe Polo remain at Hokowhitu Lagoon with no changes. i.e. only 3 courts permanently set up and additional goal space for training/warm up purposes only. Temporary 4 court expansion allowed for one-off tournaments only. | <ul style="list-style-type: none"> No financial investment required. Central site which is easily accessible by the majority of MKCP members, including young people. | <ul style="list-style-type: none"> Limits ability of MKCP to cater to current and increased membership. Constraints to operating new or different programmes as limited capacity which is already used for supporting the existing player numbers. Does not address concerns from neighbours related to noise and operating hours for training, game play and events. Continued risk associated with water quality issues. Lagoon is already congested in summer with a range of users wanting to access the water and off-water facilities at the same times i.e. Palmerston North Canoe Club, kayak/long-boat paddlers, waka ama and recreational users. |
| 2 | 4 -court (+) at Hokowhitu Lagoon – move other users off | Canoe Polo remain at Hokowhitu Lagoon with other users moved off to increase the area available to canoe polo. This would enable 4 (or more) permanent courts to be set up and allow space for enhanced pontoons to support access and refereeing needs. | <ul style="list-style-type: none"> Option with lowest level of financial expenditure required. Permanent 4th court set up will enable MKCP to better support members regular use (with less players per court possible for training) Permanent 4th court set up will make it easier to deliver events, | <ul style="list-style-type: none"> Financial investment required Negative to other users – nowhere obvious for PN Canoe Club and waka ama, recreational paddlers to go to. Those activities need a larger water space than canoe polo does so options are limited. |

| No. | Option | Description | Advantages | Disadvantages |
|-----|--------------------------------------|---|--|--|
| | | Requires appropriate alternative location(s) for other sports such as waka ama and canoe/kayaking. May require mechanical intervention (cutting into banks) to increase the size of Hokowhitu Lagoon to better accommodate additional full-size courts. | <p>with less time and expense required to put temporary court requirements in place.</p> <ul style="list-style-type: none"> • Potential to cater to a growth in membership. • Potential to increase the number of programmes offered to members and the community. | <ul style="list-style-type: none"> • If mechanical increase to lagoon size (cutting into banks required) this may impact water levels negatively and would need engagement with iwi/hapu from a cultural sensitivity perspective. • Does not address concerns from neighbours related to training, game play and events (noise). In fact, it may increase the concerns of neighbours if canoe polo activity covers a greater area of the lagoon and potential for more noise impacts likely with increased club and event activity. • A 4th court closer to the Caccia Birch facility would increase noise to that venue which may clash with outdoor use there such as weddings/small concerts. • Continued risk associated with water quality issues. |
| 3 | 3 courts at HL and increase pool use | <p>MKCP will remain at Hokowhitu Lagoon (3 courts) and increase use of other pool venues.</p> <p>MKCP would need to extend their summer hours of operation in pool-based facilities to create more capacity for any growth in membership and additional programmes.</p> | <ul style="list-style-type: none"> • Maximises the use of existing venues. • Pool network does have some capacity at suitable times (evenings/weekends) • No or minimal capital investment required (some pool sites would need extra canoe polo goals). | <ul style="list-style-type: none"> • Increased operational costs for MKCP to hire pool-based facilities for more hours. • Existing pools are undersized and do not meet the preferred dimensions of a canoe polo court. Essentially this means they have limited suitability for adult use, better for junior (intermediate and secondary school programmes). |

| No. | Option | Description | Advantages | Disadvantages |
|-----|---|--|---|--|
| | | <p>Lido – was used by canoe polo prior to HL and has capacity for CP use (see ** below for specifics)</p> <p>Freyberg pool is the most likely site to be able to accommodate additional usage hours in-line with the winter operations of MKCP.</p> <p>Makino pool may have some summer capacity in the outdoor 50m pool.</p> <p>Splashhurst pool also available from 6.30pm most nights. Available anytime Sunday and Monday (closed to public) \$95 p/hr.</p> | <ul style="list-style-type: none"> Will further increase the use (and associated revenue) going into the pool network. Would cap the permanent court set up at the lagoon to the current 3 courts, not impacting other users of the site. | <ul style="list-style-type: none"> Summer outdoor venues are typically preferred by players, especially for event purposes. Does not address concerns from neighbours related to training, game play and events (noise) – unless hours at the lagoon are restricted which could be a mechanism to reduce issues but would have operational and cost implications for MKCP. Continued risk associated with water quality issues for activity remaining at the lagoon. |
| 4 | Increase pool use - cover or heat a 50m pool for year-round use | <p>Additional water access hours may be able to be secured through partnering with a school or public pool provider to secure canoe polo use as a primary user.</p> <p>There may be the potential for capital improvements, such as covering a suitable outdoor pool (Makino 50m outdoor pool is one possibility) or upgrading pool plant/equipment (heating) to extend the seasonal operations of a summer pool into a longer season (say 9 months).</p> <p>Canoe polo may be able to raise funds to invest financially into such pool upgrades/enhancements in return for a long-term access agreement being negotiated with the pool owner.</p> | <ul style="list-style-type: none"> Maximises the use of existing pools. Enhances the existing pool network with benefits for other water-based community users also benefitting from the enhanced levels of service/operating season. | <ul style="list-style-type: none"> Limited options of pools that have appropriate dimensions for this to be worthwhile from a canoe polo perspective. Level of upgrade and associated financial investment required to secure what would still only be a 1 court venue so primarily for training and club game play. Limited benefit from a canoe polo perspective both in terms of regular operations and events Higher cost to MKCP Does not address concerns from neighbours related to training, game play and events (noise) – unless hours at the lagoon are restricted which could be a mechanism to |

| No. | Option | Description | Advantages | Disadvantages |
|-----|---|--|--|--|
| | | MKCP will still need to remain at Hokowhitu Lagoon as well as increasing use of other venues. | | <p>reduce issues but would have operational and cost implications for MKCP.</p> <ul style="list-style-type: none"> Continued risk associated with water quality issues for activity remaining at the lagoon. |
| 5 | Use public land to develop a purpose built 4 court facility | <p>Investigate the potential to change use of an existing PNCC reserve or Horizons Regional Council (HRC) land to enable a Hawke's Bay style fit-for purpose canoe polo venue to be developed.</p> <p>Council could partner in the facility development, or provide support through the provision of land only, with all capital and operational costs becoming the responsibility of MKCP who would lease the site off PNCC or HRC.</p> | <ul style="list-style-type: none"> No land purchase costs Maximises the use of existing land assets Variety of options for the level of support / investment from PNCC. Moves canoe polo off lagoon – resolving issues of neighbourhood complaints. Moves canoe polo off lagoon – creating additional water capacity for other water-based recreational activities such as Palmerston North Canoe Club, kayak/long-boat paddlers, waka ama and recreational users. Significantly reduces risk associated with water quality (lagoon) although any new site will need ongoing testing and control measures to manage water quality. | <ul style="list-style-type: none"> Capital investment required for development of courts and amenities to support activity (toilets, change, storage and access/car parking). Ongoing operational costs for MKCP. |
| 6 | Education partnership to develop a purpose built 4 court facility | <p>This would involve MKCP working with Massey or a school (such as Freyberg High School) to secure land to develop a canoe polo venue.</p> <p>A 4 court, Hawke's Bay style canoe polo venue would be developed.</p> | <ul style="list-style-type: none"> No land purchase costs for MKCP Maximises the use of existing education assets such as land, car parking, amenity buildings for other uses. Variety of options for the level of support provided by the | <ul style="list-style-type: none"> Capital investment required for development (may be courts only depending on availability of existing amenity assets). Ongoing operational costs for MKCP Potential for noise or neighbourhood compatibility |

| No. | Option | Description | Advantages | Disadvantages |
|-----|---|---|---|---|
| | | <p>The education partner could provide support through the provision of land only, with all capital and operational costs becoming the responsibility of MKCP who would lease the site off the education provider.</p> <p>Alternatively, the education partner could provide capital and/or operational support to the development, depending on the access benefits in may provide for their students.</p> | <p>partner organisation (land, other capital or operational investment)</p> <ul style="list-style-type: none"> Options for Council to provide a level of support / investment. Moves canoe polo off lagoon – resolving issues of neighbourhood complaints. Moves canoe polo off lagoon – creating additional water capacity for other water-based recreational activities such as Palmerston North Canoe Club, kayak/long-boat paddlers, waka ama and recreational users. Significantly reduces risk associated with water quality (lagoon) although any new site will need ongoing testing and control measures to manage water quality. | <p>issues depending on the location of the education partner.</p> |
| 7 | Secure private land/water (lease or purchase) and develop 4+ courts | <p>This would involve buying land of sufficient size to develop A 4-court, purpose-built canoe polo venue.</p> <p>Alternatively, an existing lake or quarry site could be purchased for converting into a venue that supports canoe polo and a range of other water-based activities.</p> | <ul style="list-style-type: none"> If an existing water body is secured - lower costs associated with set-up of court spaces. Options for Council to provide a level of support/investment which would also have benefit to a wider range of aquatic recreation users. Moves canoe polo off lagoon – resolving issues of neighbourhood complaints. Moves canoe polo off lagoon – creating additional water capacity for other water-based recreational activities such as | <ul style="list-style-type: none"> Land purchase costs will add to the overall development costs. Capital investment required for development of courts and amenities to support activity (toilets, change, storage and access/car parking). Level of investment required in courts will vary depending on what the site provides (land only or land/water). Likely distance from centre of Palmerston North so may be less accessible to current MKCP members. |

| No. | Option | Description | Advantages | Disadvantages |
|-----|--------|-------------|---|--|
| | | | Palmerston North Canoe Club, kayak/long-boat paddlers, waka ama and recreational users. <ul style="list-style-type: none"> Significantly reduces risk associated with water quality (lagoon) although any new site will need ongoing testing and control measures to manage water quality. | <ul style="list-style-type: none"> Potential for noise or neighbourhood compatibility issues depending on the location of the site. |

Lido availability ** - availability from 8pm most nights during the week, and we could also consider 7pm starts on some nights. On weekends, Lido could have times available from 6pm, and the pool's excellent lighting allows for late-night training or competitions. Additionally, weekend mornings from 6am to 8am are available. The Lido would charge \$100 per hour to use the 50m pool exclusively. They could also use the Lido Dive Well for training or half court games.

17.2. Potential Location List – Further Detail

The desktop assessment identified 22 potential locations both in private (including education providers) and public ownership (Council or Regional Council owned), it also included identification of pool-based locations which could be considered.

Following the fatal flaws assessment, 16 potential locations were eliminated as not being viable:

- 4 pool-based location options were eliminated as they did not meet the long-term needs of canoe polo, as each site would only provide a restricted spatial capacity (under-sized court) and limited operating hours.
- 8 public or private sites were eliminated due to fatal flaws which included factors such as close proximity of adjacent residential neighbours, prior land use and/or known water quality issues, significant access constraints.
- 4 sites were eliminated due to restrictions associated with existing ownership (including multiple owners) and/or existing land use and potential development timeframe issues.

The remaining list of 6 potential sites includes the following site categories:

- Public land sites (possible sites under PNCC or Horizons Regional Council ownership)
- Education sites (2 possible sites - 1 being Massey University and 1 High School site)
- Privately owned (confidential)

To avoid confidentiality issues and the potential for any community or individual concerns, most of the potential development sites have not been specified in this report but are known to the project working group. Massey University has confirmed it is comfortable with being noted in this report as a potential site subject to further discussions and investigations.

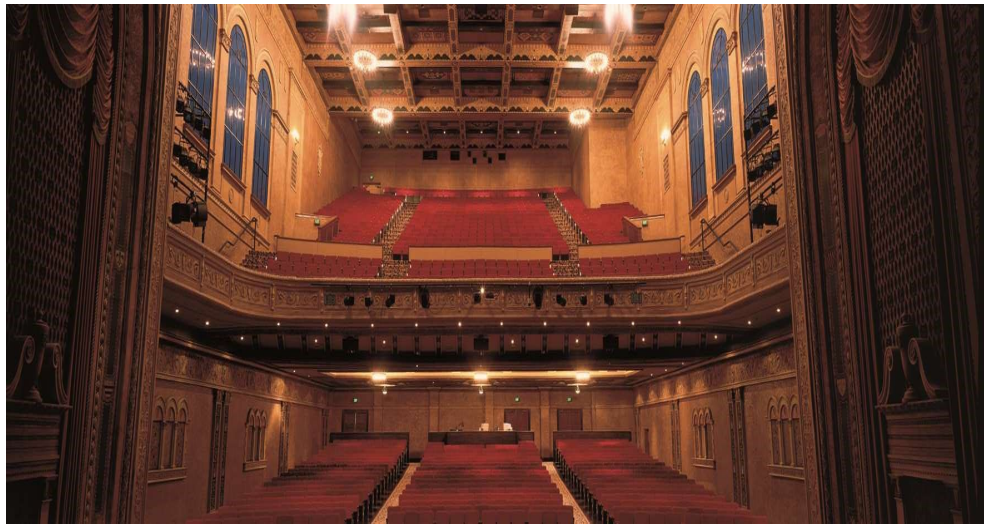
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Date: 3 March 2025

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Recreation Sport Leisure Consultancy

rslc.nz



STATEMENT OF INTENT

THE REGENT THEATRE TRUST 2025 - 2028

REGENT on BROADWAY



| CONTENTS | Page |
|------------------------------------|---------|
| Directory | 3 |
| Chairperson's Introduction | 4 |
| Purpose of the Statement of Intent | 4 |
| About the Regent Theatre Trust | |
| Vision statement | 4 |
| Values | 5 |
| Governance | 5 |
| Strategic Objectives | |
| City vision statement | 5 |
| Strategic objectives | 6 |
| Activities | 6– 7 |
| Performance measures | 9- 10 |
| How we operate | 11 |
| Working together | 12 - 13 |
| Financial Performance | |
| Statement of Financial Performance | |
| Statement of Forecast Cash Flow | |
| Statement of Financial Position | |
| Statement of Accounting Policies | |

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: | manager@regent.co.nz www.regent.co.nz |
| 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 Lochead Mark Mabbett Simon Ferry Tania Kopytko Reihana Haronga Tessa Lyons Rhia Taonui |

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 2028 is to build on this success and, where possible, endeavour to increase the use of the venue to help make the city's vision a reality.

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

We are pleased with our results for the previous 12 months (2023-24) 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 Manawatu area".

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

In accordance with the Local Government Act 2002, this annual Statement of Intent publicly states the activities and intentions of Regent Theatre Trust for the three-year period ending June 2028, and the objectives to which those activities will contribute.

This Statement of Intent takes the Palmerston North City Council Oranga Papaioea City Strategy 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.

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 Manawatu 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 providing opportunities for our city communities to attend and take part in a wide variety of performances.

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. 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.

As Palmerston North's premier theatre venue, we have an important role to play in helping the Palmerston North City Council reach their vision which has identified four strategic goals for achieving this vision:

Goal 1: An innovative and growing city.

That the Regent on Broadway is a venue that meets the needs of local and national users and attracts events 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.

Goal 2: A creative and exciting city.

That the Regent on Broadway has access to exciting, well-managed events and activities providing opportunities for our city communities to attend and take part in a wide variety of performances. To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.

Goal 3: A connected and safe community.

That the Regent on Broadway facilities are inclusive and connected to ensure the safe delivery of theatre to diverse audiences to all events held at the theatre.

Goal 4: A sustainable and resilient city

The Regent on Broadway continues to use the best tools and practices to help minimize our carbon footprint. We continue to make progress to making the theatre more sustainable in areas of Energy, Heating, & Food & Drink.

The activity of the Regent helps 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 and aligned to the Palmerston North City Council goals 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 whanau, hapu and iwi with the support for Rangitānenuiawaka. 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 for regional/nationally significant events, by sharing the ticketing snapshot audience and venue profiles from our contracted ticketing company on either 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 with 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.
- Improve our environmental footprint by incrementally replacing lighting throughout the theatre to LED Luminaires
- Review the customer service survey platform and act on findings.

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

The Regent on Broadway will support this objective by:

- Supporting events by establishing professional marketing strategies, resources, tools and e platforms – such as Facebook, Instagram and a well-appointed web site.
- Developing and aligning promotional and marketing strategies to the vision, goals and principles of Palmerston North City Council's Oranga Papaioea City strategy.
- 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.

- o 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.
- Report on the number of Companion Card seats sold reducing the physical and social barriers that may prevent audience members from attending and enjoying activities and performances.

Performance measures

| Objective | Performance Measure | Actual | Target | | | | |
|--|--|---------------------------------|---------|---------|---------|---------|--|
| | | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | |
| 1. 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) | 187 | 190 | 210 | 215 | 220 | |
| | 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. | 31 | 33 | 38 | 39 | 39 | |
| | Total number of Performances held in the Auditorium not less than | 163 | 175 | 180 | 190 | 190 | |
| 2 To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience. | Use of the Theatre by Educational Facilities including tertiary graduation ceremonies held, School performances and Kapa haka competitions and end of year School prize giving ceremonies, | 31 | 38 | 39 | 40 | 40 | |
| 3. To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends. | Total attendances including ticketed and non-ticketed events held, not less than (Particular attention is given to attracting new promoters/touring productions and new ideas). | 99,483 | 89,000 | 91,000 | 93,000 | 96,000 | |
| | Total event attendance split to all events Community 70%/Commercial 30% | 72% community 28% commercial | 70/30 | 70/30 | 70/30 | 70/30 | |

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 them 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 of Staff reviews

The review of personnel resourcing is undertaken to ensure the Regent on Broadway 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.

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.

ITEM 12 - ATTACHMENT 1



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 Regent's policies and decisions represent the best interests of the Council and, ultimately, the ratepayers. The Regent will work with other Council Officer's in progressing through the CCO Managers Steering Group.

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 the 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 Council’s response.

Annual report

By 30th September, each year the Regent Theatre Trust will provide the Council with an annual report complying with sections 67–69 of the Local Government Act 2002. Financial statements 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.

The Regent Theatre Trust

The Regent Theatre Trust is established and governed by The Regent Theatre Trust Deed, which is available upon request.

SIGNATURES

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

Date:

Signed:



David Lea
Chairman
The Regent Theatre Trust



Regent on Broadway

CASHFLOW FORECAST REPORT
FOR THE YEARS ENDED 30 JUNE 2025 TO 2028

BDO.CO.NZ

Regent Theatre Trust Board

Accountants' Statement - Disclaimer of Liability

Scope

We have compiled the financial projections of Regent Theatre Trust Board for the periods ending 30 June 2025 - 30 June 2028 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.

Signed by:

2BC6BA5E2A415595

BDO Manawatu Limited
Chartered Accountants and Advisers
32 Amesbury Street
Palmerston North 4410
28 February 2025

Regent Theatre Trust Board
Statement of Financial Performance
For the year ended 30 June 2025 to 30 June 2028

| | <u>Actual '2023-24</u> | <u>Budget '2024-25</u> | <u>Projected '2025-26</u> | <u>Projected '2026-27</u> | <u>Projected '2027-28</u> |
|---|------------------------|------------------------|---------------------------|---------------------------|---------------------------|
| <u>TRADING ACCOUNT</u> | | | | | |
| Theatre Operations and Recoveries | 596,225 | 413,390 | 530,970 | 541,589 | 552,421 |
| Regent on Broadway Promotions | 24,407 | 86,700 | 50,000 | 51,000 | 52,020 |
| Event Ticketing Centre | 106,831 | 67,636 | 101,000 | 103,020 | 105,080 |
| Palmerston North City Council Funding | 258,016 | 270,611 | 276,024 | 281,544 | 287,175 |
| Community Grants | 50,000 | 0 | 0 | 0 | 0 |
| Donations and grants received for capital expenditure | 79,188 | 91,800 | 130,000 | 132,600 | 135,252 |
| Donations from Friends of the Regent | - | - | - | - | - |
| Palmy Companion Card Income | 4,900 | - | - | - | - |
| Refreshments | - | - | 164,500 | 167,790 | 171,146 |
| Total Trading Income | 1,119,567 | 930,137 | 1,252,494 | 1,277,544 | 1,303,095 |
| Gross Income | 1,119,567 | 930,137 | 1,252,494 | 1,277,544 | 1,303,095 |
| <u>Add Other Income</u> | | | | | |
| Interest Received | 23,177 | 15,000 | 18,000 | 18,360 | 18,727 |
| Total Other Income | 23,177 | 15,000 | 18,000 | 18,360 | 18,727 |
| | 1,142,744 | 945,137 | 1,270,494 | 1,295,904 | 1,321,822 |
| <u>LESS EXPENSES</u> | | | | | |
| Theatre Operations | 331,398 | 251,393 | 401,040 | 409,061 | 417,242 |
| Employee related expenses | 527,238 | 546,210 | 651,390 | 664,418 | 677,706 |
| Regent on Broadway promotions | 24,407 | 76,500 | 38,500 | 39,270 | 40,055 |
| Event Ticketing Centre | 6,553 | 1,450 | 14,400 | 14,688 | 14,982 |
| Refreshments | 247 | 0 | 82,500 | 84,150 | 85,833 |
| Palmy Companion Card Expenses | 4,900 | 0 | 0 | 0 | 0 |
| | 894,743 | 875,553 | 1,187,830 | 1,211,587 | 1,235,818 |
| Surplus/(deficit) before depreciation | 248,001 | 69,584 | 82,664 | 84,317 | 86,004 |
| Less Depreciation | 92,780 | 77,687 | 79,818 | 80,836 | 84,253 |
| Surplus/(deficit) from trading | 155,221 | (8,103) | 2,846 | 3,481 | 1,751 |
| Taxation | - | - | - | - | - |
| Net Surplus/(deficit) after tax | 155,221 | (8,103) | 2,846 | 3,481 | 1,751 |

ACCOUNTANTS REPORT

This Statement has been prepared by us for the above client from records, information and instructions furnished by our client.

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 2025 to 30 June 2028

| | <u>Actual '2023-24</u> | <u>Budget '2024-25</u> | <u>Projected '2025-26</u> | <u>Projected '2026-27</u> | <u>Projected '2027-28</u> |
|---------------------------------------|------------------------|------------------------|---------------------------|---------------------------|---------------------------|
| <u>OPERATING CASHFLOWS</u> | | | | | |
| <u>CASH INFLOWS</u> | | | | | |
| Income Banked | 1,145,912 | 1,069,658 | 1,440,368 | 1,469,175 | 1,498,559 |
| Interest Received | 23,177 | 15,000 | 18,000 | 18,360 | 18,727 |
| Total Cashflow Inflows | 1,169,089 | 1,084,658 | 1,458,368 | 1,487,535 | 1,517,286 |
| <u>CASH OUTFLOWS</u> | | | | | |
| Theatre Operations | 364,835 | 289,102 | 461,196 | 470,420 | 479,828 |
| Employee related expenses | 542,326 | 546,210 | 651,390 | 651,390 | 664,418 |
| Regent on Broadway promotions | 24,407 | 87,975 | 44,275 | 45,161 | 46,064 |
| Event Ticketing Centre | 6,661 | 1,668 | 16,560 | 16,891 | 16,891 |
| Total Cash Outflows | 938,476 | 924,954 | 1,255,921 | 1,268,012 | 1,293,034 |
| Total Operating Cashflows | 230,613 | 159,703 | 202,447 | 219,524 | 224,252 |
| ===== | | | | | |
| <u>NON OPERATING CASHFLOW</u> | | | | | |
| Asset Purchases | 159,490 | 109,250 | 113,850 | 103,500 | 132,250 |
| Investments | 10,011 | 15,075 | 15,979 | 16,938 | 17,954 |
| GST Paid IRD | 8,970 | 60,718 | 100,089 | 108,054 | 107,590 |
| Total Non Operating Cashflows | 178,471 | 185,042 | 229,918 | 228,492 | 257,794 |
| ===== | | | | | |
| <u>CHEQUE BANK ACCOUNT</u> | | | | | |
| Opening Balance | 297,629 | 349,771 | 324,432 | 296,961 | 287,992 |
| Savings and Investments Income | - | - | - | - | - |
| Add Operating surplus / (deficit) | 230,613 | 159,703 | 202,447 | 219,524 | 224,252 |
| Add Non-operating surplus / (deficit) | (178,471) | (185,042) | (229,918) | (228,492) | (257,794) |
| Closing Balance | 349,771 | 324,432 | 296,961 | 287,992 | 254,450 |
| ===== | | | | | |

ACCOUNTANTS REPORT

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RegentTheatre Trust Board
Statement of Financial Position
For the year ended 30 June 2025 to 30 June 2028

| | Actual '2023-24 | Budget '2024-25 | Projected '2025-26 | Projected '2026-27 | Projected '2027-28 |
|--------------------------------------|-----------------|-----------------|--------------------|--------------------|--------------------|
| CURRENT ASSETS | | | | | |
| Bank Trading Accounts | 349,852 | 324,513 | 297,042 | 288,073 | 254,531 |
| Accounts receivable | 24,710 | 24,710 | 24,710 | 24,710 | 24,710 |
| Prepayments | 9,962 | 9,962 | 9,962 | 9,962 | 9,962 |
| | 384,524 | 359,185 | 331,714 | 322,745 | 289,203 |
| INVESTMENTS | 251,244 | 266,319 | 282,298 | 299,236 | 317,190 |
| FIXED ASSETS | 681,870 | 699,182 | 718,364 | 727,528 | 758,275 |
| TOTAL ASSETS | 1,317,638 | 1,324,686 | 1,332,375 | 1,349,508 | 1,364,668 |
| CURRENT LIABILITIES | | | | | |
| GST balance | (2,508) | 12,643 | 17,487 | 18,111 | 17,893 |
| Accounts payable | 116,574 | 116,574 | 116,574 | 129,602 | 143,228 |
| Deposits in advance | 12,246 | 12,246 | 12,246 | 12,246 | 12,246 |
| Pat Snoxell Legacy Account (Bequest) | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| | 176,312 | 191,463 | 196,307 | 209,959 | 223,367 |
| TOTAL LIABILITIES | 176,312 | 191,463 | 196,307 | 209,959 | 223,367 |
| NET ASSETS | 1,141,326 | 1,133,223 | 1,136,069 | 1,139,550 | 1,141,301 |
| Equity | | | | | |
| Opening balance | 986,105 | 1,141,326 | 1,133,223 | 1,136,069 | 1,139,550 |
| Income for the year | 155,221 | (8,103) | 2,846 | 3,481 | 1,751 |
| TOTAL TRUST FUNDS | 1,141,326 | 1,133,223 | 1,136,069 | 1,139,550 | 1,141,301 |

ACCOUNTANTS REPORT

This Statement has been prepared by us for the above client from records, information and instructions furnished by our client.

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.

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ITEM 12 - ATTACHMENT 1

26

Te Ara Hihiri

Statement of Intent

2025/26 – 2027/28
TE MANAWA MUSEUMS TRUST



Contents

Contact details 2

Introduction Foreword 3

About Te Manawa Museums Trust..... 5-8

Strategic objectives..... 9-15

How we operate..... 16

Working together..... 17-18

Contact details

| | | | |
|---------------------|--|--------------------------------------|---|
| Address | Te Manawa Museums Trust Private Bag 11055 Palmerston North | Legal Status | 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. |
| Website | www.temanawa.co.nz | | |
| Phone | (06) 355 5000 | | |
| Email | enquiries@temanawa.co.nz | | |
| Main Contact | Susanna Shadbolt | Charities Registration number | CC38836 |
| Role in CCO | Chief Executive | Trustees | Adrian van Dyk – Chair Geoffrey Jameson – Deputy Chair Peter Te Rangi Terry Hapi Alison Rudzki Caroline Thum Simon Barnett Sarah Rusholme Gillian Lawn |
| Phone | (06) 355 5000 | | |
| Email | 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.

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

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 2025/26 financial year is especially significant to Te Manawa, as 1 July marks 25 years since the Museum came together as one in its current building, sitting near the Art Gallery and combining the Science Centre, Manawatū Museum, and Manawatū Art Gallery.

The three disciplines at our core have given rise to a variety of opportunities to engage, entertain, and inspire people over the years. Blending them is sometimes a challenge, and as we have matured as an organisation, we are cultivating a strong sense of where they play to their individual strengths as well as identifying symbiotic opportunities where they can enrich and support each other – allowing Te Manawa to continuously nurture all three disciplines.

This brings us to our intent and ambition for the next 25 years and beyond, beginning with the three outlined in this Statement. This is a period of consolidation and development. It is time to ensure we are rejuvenating our offerings, keeping our disciplines current, relevant, and fresh. To do this, we need to target our resources at this effort.

Leading the charge on this front is the Science Centre, which will be developed over the next two years in a modular way. The Science Centre is at the heart of our roadmap for the future. This roadmap also encompasses the Art Gallery and heritage galleries, aiming to better integrate and enhance these spaces. Our strategy includes commercialisation efforts to generate additional revenue streams, ensuring financial sustainability.

While our roadmap is ambitious, futureproofing is a key focus. We plan to improve our semi-permanent galleries and incorporate new technologies in order to keep our offerings current and engaging. This approach is designed to ensure business continuity and resilience, even in challenging economic times. Additionally, the development of a new cultural precinct will provide a dynamic and versatile space for exhibitions, events, and community activities, further solidifying our role as a cultural hub. Our improvements are designed to be future-proofed with this in mind.

In light of the current economic climate, securing funding and resources has become more challenging than ever. The recession has had a significant impact on our community, with individuals and businesses cutting back on spending, leading to a marked decline in revenue. This financial strain is further compounded by reductions in funding from the Ministry for Culture and Heritage, alongside a nationwide scarcity of funding opportunities.

Nevertheless, despite these obstacles, we remain resolute in our commitment to progress. Our vision for the future is both ambitious and unwavering. We are fully dedicated to raising the necessary funds to bring our vision of a new Science Centre at Te Manawa to fruition. While we acknowledge that the

full-scale development of the Centre can only proceed when funding becomes available, we firmly believe that this project will bring tremendous value to our community.

In these uncertain times, we are adopting a thoughtful and strategic approach by reassessing our priorities to ensure the continuity and long-term sustainability of our work. Our focus remains on delivering enriching, meaningful experiences that will continue to serve and benefit our community, even amidst these economic challenges.

Together, with determination and focus, we will navigate these difficult circumstances and work towards bringing our vision to life—one step at a time.

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 Manawatū 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.

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 four strategic goals:

- **Goal 1:** He tāone auaha, he tāone tiputipu - *An innovative and growing city;*
- **Goal 2:** He tāone whakaihiihi, tapatapahi - *A creative and exciting city;*
- **Goal 3:** He hāpori tūhonohono, he hāpori haumarū - *A connected and safe community;*
- **Goal 4:** He tāone toitū, he tāone manawaroa - *A sustainable and resilient city;*

Te Manawa contributes to the strategic goals of Palmerston North City Council and specifically seeks to support:

- **The Arts plan to “celebrate the arts and the city’s history and cultural diversity. We want there to be lots for people to do in our creative and exciting city”.**
 - Te Manawa, through the actions outlined in this SOI commits to:
 - providing opportunities for our city communities to attend, help create and take part in a wide variety of experiences that engage people in Art, Science and Heritage.
 - being a creative city that nurtures and celebrates the arts
 - celebrating the city’s history and diversity, and building on the strength of being a city of many cultures and languages
- **The Heritage Plan to “nurture and celebrate our city’s history and cultural diversity. “We want to protect and understand our heritage”.**
 - Te Manawa, through the actions outlined in this SOI commits to:
 - collaborating with Rangitāne o Manawātū to protect, expand, and enhance the kaitiakitanga of taonga through preservation of, and access to objects, stories and mātauranga Māori.
 - promoting awareness, deeper understanding and celebration of the city’s heritage and how it shapes our shared identity and sense of selves.
 - collaborating with our community to showcase and make our diverse city heritage more visible and understood.

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 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

| | 2025-26 | 2026-27 | 2027-28 |
|---|---------|---------|---------|
| Visitation Baseline ¹ (Physical visits to the Te Manawa complex) | 132,300 | 134,000 | 135,340 |
| Online engagement ² | 104,900 | 113,300 | 122,364 |

¹ 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).

² 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.

| | 2025-26 | 2026-27 | 2027-28 |
|--|-------------|-----------|-----------|
| External Revenue Target (includes Science Centre) | \$1,871,783 | \$808,349 | \$333,081 |
| External Revenue Target (Science Centre grants only) | \$1,008,697 | \$504,348 | \$- |
| Visitor Satisfaction | 95% | 95% | 95% |

Note – the progression of the Science Centre build is contingent upon receiving the above grants.

Strategic Objective 1: Innovative experiences that engage visitors

| 2025-26 | 2026-27 | 2027-28 |
|--|--|--|
| Continue to grow partnership with mana whenua to support Rangitānenuiarawa. | Continue to grow partnership with mana whenua to support Rangitānenuiarawa, and the rejuvenation of Te Rangi Whenua gallery. | Continue to grow partnership with mana whenua to support Rangitānenuiarawa, and the rejuvenation of Te Rangi Whenua gallery. |
| Work with Rangitāne to weave Te Ao Māori into the Science Centre development. | Increase Te Ao Māori presence across all galleries. | Increase Te Ao Māori presence across all galleries. |
| Continue to engage with, and enable participation by, the city's less-represented communities. | Explore collaborative opportunities with at least one less-represented community. | Explore collaborative opportunities with at least one less-represented community. |
| Support PNCC Cultural Events – Waitangi Day, Diwali, Chinese New Year. | Support PNCC Cultural Events. | Support PNCC Cultural Events. |
| Engage visitors with on-site activities and public programmes based around cultural celebrations. | Engage visitors with on-site activities and public programmes based around cultural celebrations. | Engage visitors with on-site activities and public programmes based around cultural celebrations. |
| Continue the establishment of Te Manawa's ongoing Science Function through the development of the Science Centre, with engagement from stakeholders and strategic partners. 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. | Begin concept and development phase of science interactive products to exhibit locally and tour to other venues. |
| Identify partnership opportunities for ongoing funding and collaboration. | Continue to develop 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 1000 items to Collections Online. | Continue to promote and add 1000 items to Collections Online. | Continue to promote and add 1000 items to Collections Online. |
| Develop and deliver one experience that engages visitors with the Peter Bush | Continue to maintain, administer and promote the Peter Bush Collection for | Continue to maintain, administer and promote the Peter Bush Collection for |

| | | |
|--|--|--|
| Collection both onsite and online. | visitor engagement and commercial opportunities both onsite and online. | visitor engagement and commercial opportunities both onsite and online. |
| Develop and deliver balanced, exciting and frequently changing programme of exhibitions that reflect and engage local communities and that provide appeal to visitors from outside the region. | Develop and deliver balanced, exciting and frequently changing programme of exhibitions that reflect and engage local communities and that provide appeal to visitors from outside the region. | Develop and deliver balanced, exciting and frequently changing programme of exhibitions that reflect and engage local communities and that provide appeal to visitors from outside the region. |

Strategic Objective 2: Enhanced learning and development

| 2025-26 | 2026-27 | 2027-28 |
|---|---|---|
| Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer. | Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer. | Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer. |
| Provide free education programmes to local schools. | Provide free education programmes to local schools. | Provide free education programmes to local schools. |
| Seek external revenue to assist in the cost of education programmes. | Seek external revenue to assist in the cost of education programmes. | Seek external revenue to assist in the cost of education programmes. |
| 4000 students will participate in Te Manawa Learning programmes. | 4000 students will participate in Te Manawa Learning programmes. | 4000 students will participate in Te Manawa Learning programmes. |
| 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 educational opportunity in partnership with another organisation. | Develop at least one educational opportunity in partnership with another organisation. | Develop at least one educational opportunity in partnership with another organisation. |

Strategic Objective 3: A collaborative and future-focused organisation

| 2025-26 | 2026-27 | 2027-28 |
|---|---|--|
| <p>Demonstrate continued commitment to the principles of Te Tiriti o Waitangi.</p> <p>Continue collaborations to bring experiences to Te Manawa that explore and reflect Te Ao Māori themes.</p> <p>Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.</p> <p>Undertake at least one Oral History project.</p> <p>Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.</p> <p>Collaborate with founding societies on initiatives to grow support for Te Manawa and generate revenue.</p> <p>Continue to strengthen the relationship with the NZRM through the Peter Bush archive project and related activities.</p> <p>Implement the Te Manawa Revenue Strategy with a focus on philanthropic and sponsorship contributions against strategic targets.</p> <p>Continued commitment to environmental sustainability.</p> <p>Consolidate paper-light ways of working and further reduce paper use.</p> <p>Increase use of sustainable products in the development and delivery of exhibitions.</p> | <p>Demonstrate continued commitment to the principles of Te Tiriti o Waitangi.</p> <p>Continue collaborations to bring experiences to Te Manawa that explore and reflect Te Ao Māori themes.</p> <p>Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.</p> <p>Continue to develop Oral History projects.</p> <p>Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.</p> <p>Collaborate with founding societies on initiatives to grow support for Te Manawa and generate revenue.</p> <p>Continue collaborative work on the Peter Bush archive project.</p> <p>Maintain efforts to secure external revenue against strategic targets.</p> <p>Continued commitment to environmental sustainability.</p> <p>Te Manawa is a paper-light organisation.</p> <p>The Science Centre will demonstrate sustainable exhibition delivery.</p> | <p>Demonstrate continued commitment to the principles of Te Tiriti o Waitangi.</p> <p>Continue collaborations to bring experiences to Te Manawa that explore and reflect Te Ao Māori themes.</p> <p>Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.</p> <p>Continue to develop Oral History projects.</p> <p>Ongoing collaboration with tertiary partners.</p> <p>Collaborate with founding societies on initiatives to grow support for Te Manawa and generate revenue.</p> <p>Continue collaborative work on the Peter Bush archive project.</p> <p>Maintain efforts to secure external revenue against strategic targets.</p> <p>Continued commitment to environmental sustainability.</p> <p>Te Manawa is a paper-light organisation.</p> <p>Exhibition development will demonstrate sustainable delivery wherever possible.</p> |

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

Develop a report and strategy with PNCC to mitigate risks and address challenges that arise with the Art Gallery's ability to host high-quality contemporary exhibitions and provide museum standard level of care for collections and loaned items.

Host back of house tours for Councillors and Council Officers to demonstrate storage, care and preservation of the collection, and highlight how risks and future challenges are being mitigated.

Review Collection Policies to ensure they are in line with our sector's professional body, Museums Aotearoa's guidelines and code of ethics, and the wider legislation that they relate to.

Support the Heritage Reference Group during the establishment phase through providing staff advice, participation and professional Museum expertise.

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

Continue to work with PNCC to mitigate risks and address challenges that arise with the Art Gallery's ability to host high-quality contemporary exhibitions and provide museum standard level of care for collections and loaned items.

Host back of house tours for Councilors and Council Officers to demonstrate storage, care and preservation of the collection, and highlight how risks and future challenges are being mitigated.

Inform Council about the Acquisition Policy and how potential donations of heritage items are managed.

Support the Heritage Reference Group through providing staff advice, participation and professional Museum expertise.

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

Continue to work with PNCC to mitigate risks and address challenges that arise with the Art Gallery's ability to host high-quality contemporary exhibitions and provide museum standard level of care for collections and loaned items.

Host back of house tours for Councilors and Council Officers to demonstrate storage, care and preservation of the collection, and highlight how risks and future challenges are being mitigated.

Review the Collection Policy to ensure it is in line with our sector's professional body — Museums Aotearoa's — guidelines and code of ethics and the wider legislation that it relates to.

Support the Heritage Reference Group through providing staff advice, participation and professional Museum expertise.

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.

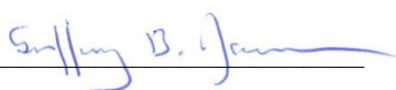
The annual report will contain the information necessary to enable an informed assessment of the operations of Te Manawa Museums Trust, and will include the following information:

- 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

21 May 2025.

Signed 

Date 26 May 2025

Geoffrey Jameson, Interim Chair
Te Manawa Museums Trust

Te tāhua Finance

Contents

| | |
|--|--------|
| Budget Assumptions and Comments | 20 |
| Prospective Statement of Cash Flows | 22 |
| Prospective Statement of Financial Performance | 24 |
| Prospective Statement of Financial Position | 25 |
| Notes to the Financial Statements | 26- 36 |

Budget Assumptions and Comments:

Revenue

1. Palmerston North City Council (PNCC) Funding – Operating Grant

| Year | Amount | Notes |
|-----------|-------------|---|
| 2025-2026 | \$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 as per LTP |
| 2026-2027 | \$4,217,826 | As per Council advice - includes additional \$80,000 for the 2026/27 financial year as per LTP |
| 2027-2028 | \$4,310,485 | As per Council advice |

2. Interest Revenue:

Interest Income has been based on average bank balances remaining between \$534k and \$704k with weighted average bank interest rates forecast at 3.0%.

3. Other Operating Revenue:

Other Operating Revenue is expected to increase from the 2024/25 forecast, with increased targets from commercial activities such as retail sales and venue hire, as well as increased targets for sponsorship and fundraising.

The increase in revenue corresponds to the building of the Science Centre, which is contingent upon the receipt of the anticipated grants.

This equates to \$1M in grants in the 25/26 financial year and \$504,348 in grants in the 26/27 financial year.

4. Net Collection Movements

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 2025/26 financial year, and the next Heritage Collection revaluation is to take place during the 2029/30 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:

Occupancy Costs have been budgeted for the next three years based on the current supplier.

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 calculated on the existing fixed assets plus projected capital expenditure including the development of the new Science Centre.

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

Net surpluses have been budgeted for each of the 3 years, primarily due to the increased funding anticipated for the development of the new Science Centre. These funds will be utilised for capital expenditure, which will result in an increase in depreciation impacting future years.

The Science Centre is only able to proceed if the external revenue generation targets are met – failure to secure these, will result in lower net surpluses and capital expenditure being delayed.

STATEMENT OF FINANCIAL POSITION:

11. Cash & Short-Term deposits:

Cash & Cash Equivalents (including term deposits with a maturity of up to 3 months) are expected to remain relatively consistent over the 3-year period.

12. Investments:

The release of funds from the Exhibition Revitalisation/Development Reserve for the build of the new Science Centre results in a reduction of the investment balances as these funds are utilised.

13. Capital expenditure:

The work in progress relates to the building of the Science Centre.

| Planned capital expenditure | Unaudited Actuals 23/24 | Budget 24/25 | Budget 25/26 | Budget 26/27 | Budget 27/28 |
|----------------------------------|-------------------------|--------------|--------------|--------------|--------------|
| Heritage Collection | | | | 10,000 | 10,000 |
| Art Collection | 19,783 | 60,000 | 30,000 | 50,000 | 50,000 |
| Computer Hardware | 27,668 | 10,000 | | | |
| Exhibitions | 96,988 | 140,000 | 65,772 | | |
| Furniture & Fittings | 48,105 | - | | 25,000 | |
| Office Equipment | - | | | | |
| Leasehold Improvements | 32,341 | 60,000 | | | |
| Plant & Equipment | 353,152 | 63,000 | 90,000 | 10,000 | 10,000 |
| Work In Progress | 72,806 | | | | |
| Science Centre Development (WIP) | | | 1,550,000 | 1,000,000 | 80,000 |
| | 650,844 | 333,000 | 1,735,772 | 1,095,000 | 150,000 |

14. STATEMENT OF CASHFLOWS:

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

| - | Actuals (Unaudited) 23/24 | Budget 24/25 | Budget 25/26 | Budget 26/27 | Budget 27/28 |
|---|------------------------------|------------------|--------------------|------------------|------------------|
| Cash Flows from Operating Activities | | | | | |
| Cash was provided from: | | | | | |
| Operating Grant (PNCC) | 3,756,570 | 3,833,599 | 4,024,056 | 4,217,826 | 4,310,485 |
| MDC Grants | 17,217 | 17,217 | 17,217 | 20,000 | 20,000 |
| Other Grants | 143,709 | 296,969 | 1,307,739 | 656,522 | 182,609 |
| Sponsorship | 160,709 | 205,000 | 57,826 | 86,739 | 44,783 |
| Other Revenue | 257,562 | 240,700 | 536,723 | 161,127 | 117,870 |
| Interest | 58,125 | 48,000 | 4,348 | 22,500 | 30,000 |
| | 4,393,892 | 4,641,485 | 5,947,909 | 5,164,713 | 4,705,746 |
| Cash was disbursed to: | | | | | |
| Payroll | (2,482,731) | (3,022,583) | (3,103,462) | (3,168,584) | (3,263,642) |
| Suppliers | (1,163,181) | (1,526,311) | (1,231,921) | (1,063,418) | (1,151,692) |
| Net Cash flows from Operating Activities | 747,980 | 92,591 | 1,612,526 | 932,712 | 290,412 |
| Cash Flows from Investing activities | | | | | |
| Cash was provided from: | | | | | |
| Change in Short Term | | | | | |
| Investments | (272,892) | | | 214,294 | |
| Purchase of Fixed Assets: | | | | | |
| Heritage & Art Collections | (19,783) | (60,000) | (30,000) | (60,000) | (60,000) |
| Exhibitions | | (140,000) | (65,772) | - | |
| Furniture & Fittings | | (10,000) | - | (25,000) | |
| Plant & Equipment | (555,011) | (123,000) | (90,000) | (10,000) | (10,000) |
| Work In Progress | | | (1,550,000) | (1,000,000) | (80,000) |
| Net Cash Flows from Investing Activities | (847,686) | (333,000) | (1,735,772) | (880,706) | (150,000) |
| Net Increase/(Decrease) in | | | | | |
| Cash Held | (99,706) | (240,409) | (123,246) | 52,006 | 140,412 |
| Opening Cash Balances | 265,459 | 443,807 | 539,110 | 165,864 | 139,699 |
| Closing Total Cash Balances | 165,753 | 203,398 | 415,864 | 217,869 | 280,112 |

15. RESERVES:

The Trust holds reserves set aside for utilisation to meet both operational costs and revitalisation and development of exhibitions.

One such exhibition is the development of the new Science Centre over the next 2 years.

| Reserves | Unaudited Actuals 23/24 | Budget 24/25 | Budget 25/26 | Budget 26/27 | Budget 27/28 |
|---|-------------------------|--------------|--------------|--------------|--------------|
| Endowment Funds | 10,874 | 10,874 | 10,874 | 10,874 | 10,874 |
| Historic Building Maintenance Reserve | 19,081 | 14,229 | 19,081 | 19,081 | 19,081 |
| Collection Development Fund | 55,532 | 22,081 | 55,532 | 55,532 | 55,532 |
| Exhibition Revitalisation/Development Reserve | 630,049 | 431,123 | 30,050 | 33,609 | 37,168 |
| Other Reserves | 3,000 | - | 3,100 | 3,100 | 3,100 |
| | 718,537 | 478,307 | 118,637 | 122,196 | 125,755 |

**Prospective Statement of Financial Performance
As at 30 June 2026, 2027 & 2028**

| - | (Unaudited) Actuals 23/24 | Budget 24/25 | Budget 25/26 | Budget 26/27 | Budget 27/28 |
|---|---------------------------|------------------|------------------|------------------|------------------|
| Operating Grant (PNCC) | 3,756,570 | 3,833,599 | 4,024,056 | 4,217,826 | 4,310,485 |
| Other Grants | 160,926 | 314,186 | 404,512 | 172,174 | 202,609 |
| Grants for the Science Centre | - | - | 1,008,697 | 504,348 | - |
| Donations | 24,628 | 102,300 | 197,557 | 19,000 | 25,000 |
| Commercial Revenue | 232,933 | 138,400 | 96,861 | 92,870 | 92,870 |
| Interest Income | 58,125 | 48,000 | 30,000 | 22,500 | 30,000 |
| Sponsorship | 160,709 | 205,000 | 192,827 | 57,826 | 44,783 |
| Less Cost of Sales | (58,484) | (61,400) | (58,670) | (60,368) | (62,179) |
| Gross Profit | 4,335,407 | 4,580,085 | 5,895,839 | 5,026,175 | 4,643,566 |
| Accounting Costs | 69,569 | 84,000 | 86,000 | 88,580 | 91,237 |
| Advertising & Promotion | 105,204 | 52,400 | 42,100 | 43,363 | 44,664 |
| Exhibition, Curatorial & Collections Costs | 151,215 | 135,304 | 203,130 | 209,418 | 215,701 |
| General Expenses | 540,515 | 675,809 | 347,576 | 223,004 | 309,745 |
| Employee & Labour Expenses | 2,630,859 | 3,022,582 | 3,232,703 | 3,168,584 | 3,263,642 |
| Depreciation & Amortisation | 278,295 | 267,240 | 136,864 | 159,889 | 135,040 |
| Property Expenses | 248,876 | 238,220 | 310,400 | 319,712 | 329,303 |
| Travel & Entertainment | 32,142 | 34,938 | 55,526 | 57,192 | 58,908 |
| Trust Costs | 27,214 | 38,400 | 33,498 | 34,503 | 35,538 |
| Total Expenses | 4,083,888 | 4,548,893 | 4,447,797 | 4,304,244 | 4,483,777 |
| Other Income | 41,693 | 300 | - | - | - |
| Other Expenses | 28,513 | 26,072 | 3,600 | 3,708 | 3,819 |
| Net Surplus/Deficit for the period | 264,699 | 5,420 | 1,444,441 | 718,223 | 155,970 |
| Other Comprehensive Revenue and Expenses for the Period | 2,150 | 2,800 | 6,500 | 6,695 | 6,896 |
| Total Comprehensive Revenue and Expenses | 262,549 | 2,620 | 1,437,941 | 711,528 | 149,074 |

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

Prospective Statement of Financial Position
As at 30 June 2026, 2027 & 2028

| - | Actuals 23/24 (Unaudited) | Budget 24/25 | Budget 25/26 | Budget 26/27 | Budget 27/28 |
|----------------------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| Current Assets | | | | | |
| Cash & Cash Equivalents | 293,549 | 203,398 | 415,864 | 217,869 | 280,112 |
| Receivables | 430 | 12,032 | 10,000 | 10,602 | 10,785 |
| Other Receivables | 15,647 | 8,309 | 4,584 | 4,822 | 4,859 |
| Inventory | 19,504 | 25,258 | 27,590 | 34,588 | 36,316 |
| Prepayments | 101,162 | 84,304 | 86,302 | 94,932 | 98,384 |
| Total Current Assets | 430,292 | 333,301 | 544,340 | 362,813 | 430,456 |
| Non Current Assets | | | | | |
| Investments | 960,692 | 584,980 | 630,432 | 516,657 | 656,037 |
| Collections | 20,017,899 | 20,126,894 | 20,178,512 | 20,268,512 | 20,328,512 |
| Fixed Assets | 1,050,128 | 1,367,092 | 2,753,935 | 3,629,046 | 3,554,533 |
| Total Non Current Assets | 22,028,719 | 22,078,965 | 23,562,879 | 24,414,215 | 24,539,082 |
| Total Assets | 22,459,011 | 22,412,266 | 24,107,218 | 24,777,028 | 24,969,538 |
| Current Liabilities | | | | | |
| Creditors | 386,440 | 321,293 | 331,475 | 314,262 | 317,364 |
| GST | 30,002 | 92,126 | 112,491 | 114,178 | 115,866 |
| Employee Benefit Liabilities | 444,500 | 457,178 | 471,162 | 441,609 | 457,897 |
| Revenue Received in Advance | 239,888 | 24,006 | 33,569 | 22,576 | 30,583 |
| Total Current Liabilities | 1,100,830 | 894,604 | 948,697 | 892,626 | 921,710 |
| Total Net Assets | 21,358,181 | 21,517,662 | 23,158,521 | 23,884,402 | 24,047,828 |
| Equity | | | | | |
| Reserves | 718,537 | 478,307 | 118,637 | 122,196 | 125,755 |
| Asset Revaluation Reserves | 10,224,688 | 10,230,805 | 10,793,392 | 10,804,185 | 10,814,979 |
| Capital Contributions | 145,465 | 145,465 | 145,465 | 145,465 | 145,465 |
| Retained Earnings | 10,269,492 | 10,663,086 | 12,101,027 | 12,812,555 | 12,961,629 |
| Total Equity | 21,358,181 | 21,517,663 | 23,158,521 | 23,884,402 | 24,047,828 |

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

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 2026, 30 June 2027 and 30 June 2028. 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 revaluating 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 19 February for 2025 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.



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Globe Theatre Trust Statement of Intent For the three years to 30 June 2028

Version: FINAL

Date: 26/05/2025

Prepared by: Globe Theatre Trust Board

CONTENTS

| | |
|--|----|
| Trust Details as at 30 June 2025..... | 3 |
| Foreword..... | 4 |
| Purpose of the Statement of Intent..... | 7 |
| About the Globe Theatre Trust..... | 7 |
| Governance Statements | 7 |
| STRATEGIC STATEMENT..... | 8 |
| Values..... | 8 |
| Contribution to Small City Benefits, Big City Ambition..... | 8 |
| The Globe Theatre Trust's Strategic Objectives..... | 8 |
| Nature and scope of activities of the Trust Board – what we do..... | 9 |
| Performance Measures | 10 |
| Definitions | 10 |
| Performance Measures 2025/26, 2026/27, 2027/28 | 11 |
| How we operate | 11 |
| Working together | 12 |
| Annual report..... | 12 |
| Forecast financial statements..... | 13 |
| Statement of financial performance for the years ended 30 June 2026, 2027 & 2028..... | 13 |
| Statement of financial position for the years ended 30 June 2026, 2027 & 2028 | 13 |
| Statement of changes in accumulated funds for the years ended 30 June 2026, 2027 & 2028..... | 15 |
| Statement of cashflow for the years ended 30 June 2026, 2027 & 2028 | 15 |

Trust Details as at 30 June 2025

| | |
|-----------------------------|---|
| Nature of Business | Theatre |
| Establishment Date | 15 April 2002 |
| Trustees | J Adams R Harris C Wilson R Sheppard M Lobb M O'Connell |
| Chairperson | J Adams |
| Secretary | C Wilson |
| Theatre Manager | G Keating |
| Address | 312 Main Street PO Box 132 Palmerston North |
| Telephone | (06) 351 4409 |
| Website | www.globetheatre.co.nz |
| Email | info@globetheatre.co.nz |
| 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 2025 to June 2028.

As a Council Controlled Organisation, the Globe Theatre strives to contribute to the Palmerston North City Council's vision for Palmerston North, "Small City Benefits, Big City Ambition". With the new Long-Term Plan 2024-2034, the theatre looks forward to contributing to the Oranga Papaioea City Strategy. In previous Statement of Intents, our focus has been on Goal 2: A creative and exciting city. This Statement of Intent will be guided by the council's Statement of Expectation July 2025 – June 2028. Specifically, the following four goals.

1. Goal 1: An innovative and growing city
2. Goal 2: A creative and exciting city
3. Goal 3: A connected and safe community
4. Goal 4: A sustainable and resilient city

In developing our Statement of Intent, it is important to note that the theatre does not create work. We do not have a creative team working on productions and performances. We do, however, collaborate with organisations/hirers to bring their creations to the stage. And at times, we have formed partnerships with these organisations/hirers and worked together to enhance and develop their productions. Our expertise lies in venue organisation. We have two, state-of-the-art, theatres and an efficient ticketing platform. We provide the infrastructure for organisations/hirers to perform.

How does the Globe Theatre contribute to the Oranga Papaioea City Strategy?

Looking at the 4 goals in the city strategy, the Globe Theatre assists council in reaching its goals as follows:

Goal 1: An innovative and growing city

A city that fosters pride, and supports the aspirations of people and communities

The Globe Theatre has a Memorandum of Understanding with 10 local performing arts organisations. These organisations, along with many other local groups, create and perform at the Globe Theatre and take advantage of the excellent facilities on offer. In the recent 6-month period, July to December 2024, 87% of theatre usage and 74% of theatre performances came from recognised community hirers. Our relationship with our community continues to grow and it is a testament to the theatre that a high percentage of usage and performances comes from the community. The ability to perform at the theatre provides an immense feeling of pride and brings communities together in a safe place.

The year July 1st 2023 – June 30th 2024, saw 4,591 participants involved in a production/event. These participants were involved in performing, tech support, stage managing, make-up and many other areas of a production.

Goal 2: A creative and exciting city

A vibrant city that connects people and where we build creativity into our cityscape
Arts community and cultural facilities that are well supported and invested in
Opportunities to celebrate our many cultures

The Globe Theatre is home to the Manawatu Theatre Society and the following festivals:

Manawatu International Blues & Jazz festival
New Zealand Blues, Roots & Groove Festival (Co-Founder & Producer)
Palmy Comedy Fest
Alliance Francaise Palmerston North Francophone Film festival
Alliance Francaise Palmerston North New Caledonia Film Festival
Aotearoa Country Music Awards
Burleskiwi International Festival of Aotearoa

These festivals, along with the three productions every year from the Manawatu Theatre Society, provide excellent opportunities for different cultures & groups to celebrate their unique culture in a safe environment. As well as providing opportunities for local residents to be involved in the performing arts, these festivals bring many national and international performers to our region and providing the opportunity for locals to see these wonderful performers on stage.

Over the past 8 years, the Globe Theatre has heavily invested in sound & lighting equipment to the envy of similar sized venues throughout New Zealand. Approx. \$500,000 has been sourced from funding agencies during this time.

Theatre management have fostered and grown relationships with many national promoters such as Plus 1 (Lloyd Cole, Greg Johnson, Mel Parsons), Live Nation, Century (Ed Byrne), Auckland Fold Festival, to name a few. These relationships ensure that Palmerston North is on the roadmap for New Zealand tours by national and international performers.

The theatre provides a wide and varies selection of events. Theatre, music, dance, comedy, film, burlesque, drag, wrestling, conference/presentations, pole dancing & dog scent work. In the year July 1st 2023 – June 30th 2024, over 27,00 people attended the Globe Theatre as an audience member.

The Globe Theatre continues to be recognised at yearly industry awards and staff regularly attend industry conferences and events.

Goal 3: A connected and safe community

Opportunities for involvement and to contribute to Council decision-making

Providing opportunities for people to come together, helps create a safe and welcoming environment. People feel invested in their production/performance and take great pride in that involvement. This provides the opportunity to be involved in council decision-making especially when it involves the arts community. This has been seen by the number of people who at times attend council meetings in support of their arts community.

The theatre has also seen a large number of productions receive council funding from one of the many streams of funding available through council. This funding is vital to many of the small arts organisations who would find it near impossible to create and perform without this financial support.

Goal 4: A sustainable and resilient city

A circular economy with more resource recovery and less waste

The Globe Theatre continues to investigate ways to be more sustainable. We currently recycle all our glass for café sales and have signs on display encouraging our patrons to return all recyclable materials to the café rather than putting them in the bin. Approx. 98% of all theatre lighting is LED and the theatre is currently seeking quotes for solar panels to be installed.

2023-2024 was a record year for the theatre. 5 of our performance measures resulted in new records being set.

Theatre Usage – 715 – Just under 2 usages per day

Performances – 343 – Just under 1 performance per day

Audience – 27,126

Participants – 4,591

Hours of Use – 3,936 – Just under 11 hours of use per day

Over the past 6 years, 2018 – 2024, the theatre has averaged:

Theatre Usage – 587

Performances – 268

Audience – 20,841

Participants – 3,083

Hours of Use – 2,649

The Globe Theatre Trust Board believe these figures demonstrate clear evidence that the Globe Theatre is contributing to Goals 1, 2, 3 & 4.

The theatre is currently working with council officers to develop an Economic Reporting model that can be shared with relevant hirers to enable them, and the theatre, to gather information that can then be used to produce an Economic Impact Report. The theatre is aware that Economic Impact Reporting requires visitors/patrons from outside of the Palmerston North city region which unfortunately limits the number of events that may be suitable to this type of reporting.

The theatre has a number of projects either in progress or at the planning stage. These projects will progress when funding has been received. The theatre is active in applying to funding agencies and has over the years been successful in receiving funding for these projects.

2024-2025 - \$20,000 received from Lion Foundation (\$5,000) and Pub Charity \$15,000) for conference tables & chairs

2024-2025 - \$117,531 received from the Central Energy Trust for sound and lighting upgrade to Globe 1 and Globe 2 theatres and an upgrade on a number of electrical components within the theatre and the installation of CCTV.

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, of which Globe Theatre Trust trustee, Marama Lobb, is a committee member. Discussions have taken place with Rongomau Productions with a view to hosting a production at the theatre in the near future. One of the theatre's Memorandum Of Understanding groups, the Comedy Hub, continues to produce a yearly comedy show featuring an all Māori and Pasifika cast of comedians.

Globe Theatre Trust Board
May 2025

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 four strategic goals for achieving this vision as contained in the Oranga Papaioea City Strategy. The Globe Theatre contributes to all 4 goals.

The Globe Theatre Trust believes that its contribution to the Council's vision, strategic goals and underpinning strategies can be realised 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 arts and activities at the theatre 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:
 - Collaborating with agencies and organisations to demonstrate how the Globe may contribute to their aspirations to showcase and develop their cultural heritage.
 - Working 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

USEAGE 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.

Performance Measures 2025/26, 2026/27, 2027/28

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

| Performance Measure | Actual | | Target | | |
|---|-------------------------------------|------------------------|---------|---------|---------|
| | 2023/24 | As at 31 December 2024 | 2025/26 | 2026/27 | 2027/28 |
| Number of usages | 715 | 383 | 603 | 615 | 645 |
| Number of performances | 343 | 142 | 308 | 314 | 329 |
| Hours of Use by Hirers * Based on the theatre being available for 12 hours per day | 3,936 * approx. 11 hours per day | 2,048 | 3,383 | 3,451 | 3,623 |
| No. of participants | 4,591 | 1,432 | 4,236 | 4,321 | 4,537 |
| No. of audience members | 27,126 | 12,798 | 24,174 | 24,658 | 25,891 |
| Number of national/international visiting productions performing at the theatre | 42 | 30 | 40 | 41 | 42 |
| Number of collaborated performances (box office splits) | 24 | 10 | 33 | 34 | 35 |

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

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 26th May 2025

Signed:


John Adams, Chairperson, Globe Theatre Trust Board

Forecast financial statements

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDED 30 JUNE 2026, 2027 & 2028

| | Actual 2024 | Forecast 2025 | Indicative 2026 | Indicative 2027 | Indicative 2028 |
|---|----------------|------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | |
| Donations, fundraising and other similar income | 250 | 20,317 | 360 | 500 | 500 |
| Council funding | 174,981 | 182,509 | 185,768 | 189,483 | 193,273 |
| Investment income | 11,962 | 9,014 | 12,000 | 12,600 | 13,230 |
| Sales of Goods and Services | 233,661 | 244,012 | 283,160 | 297,318 | 312,184 |
| Total Revenue | 420,854 | 455,852 | 481,288 | 499,901 | 519,187 |
| Expenditure | | | | | |
| Costs related to providing goods and services | 71,913 | 63,143 | 71,500 | 75,075 | 78,829 |
| Administration and Overhead Costs | 47,886 | 62,385 | 62,400 | 65,520 | 68,796 |
| Employee, Trustee and Contractor Costs | 180,799 | 179,952 | 211,140 | 221,697 | 232,782 |
| Other Expenses | 37,818 | 47,832 | 69,936 | 73,433 | 77,104 |
| Depreciation | 67,204 | 51,361 | 60,000 | 50,000 | 50,000 |
| Total Expenditure | 405,620 | 404,674 | 474,976 | 485,725 | 507,511 |
| Net surplus/(Deficit) | 15,234 | 51,177 | 6,312 | 14,176 | 11,676 |

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 2026, 2027 and 2028 financial years.

STATEMENT OF FINANCIAL POSITION FOR THE YEARS ENDED 30 JUNE 2026, 2027 & 2028

| | Actual 2024 | Forecast 2025 | Indicative 2026 | Indicative 2027 | Indicative 2028 |
|-----------------------------|----------------|------------------|--------------------|--------------------|--------------------|
| Assets | | | | | |
| Bank | | | | | |
| Cash and Cash Equivalents | 334,807 | 411,194 | 469,995 | 525,821 | 579,647 |
| Total Bank | 334,807 | 411,194 | 469,995 | 525,821 | 579,647 |
| Current Assets | | | | | |
| Accounts Receivable | 3,052 | 3,000 | 3,100 | 3,250 | 3,400 |
| Stock On Hand | 3,313 | 3,400 | 3,450 | 3,500 | 3,550 |
| GST Receivable | 842 | 0 | 0 | 0 | 0 |
| Total Current Assets | 342,014 | 417,594 | 476,545 | 532,571 | 586,597 |

| | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| Fixed Assets | | | | | |
| Property, Plant and Equipment | | | | | |
| Value of equipment purchased | 842,711 | 842,711 | 852,711 | 862,711 | 872,711 |
| Less accumulated depreciation | -588,738 | -640,099 | -700,099 | -750,099 | -800,099 |
| New Capital purchase | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Total Property Plant and Equipment | 253,973 | 212,612 | 162,612 | 122,612 | 82,612 |
| Total Fixed Assets | 253,973 | 212,612 | 162,612 | 122,612 | 82,612 |
| Total Assets | 595,987 | 630,206 | 639,156 | 655,183 | 669,208 |
| Liabilities | | | | | |
| Current Liabilities | | | | | |
| Accounts payable | 11,049 | 11,000 | 11,100 | 11,200 | 11,300 |
| Income in advance | 61,126 | 50,000 | 52,000 | 53,500 | 55,000 |
| Accrued Expenses | 14,050 | 9,500 | 10,000 | 10,000 | 10,500 |
| PAYE Payable | 3,555 | 4,500 | 4,600 | 4,700 | 4,800 |
| Total Creditors & Other Payables | 89,780 | 75,000 | 77,700 | 79,400 | 81,600 |
| Employee Costs Payable | | | | | |
| Holiday pay liability | 14,201 | 14,201 | 14,201 | 14,201 | 14,201 |
| Wages accrual | 3,091 | 3,000 | 3,100 | 3,150 | 3,200 |
| Total Employee Costs Payable | 17,292 | 17,201 | 17,301 | 17,351 | 17,401 |
| Unused Grants/Donations with conditions | | | | | |
| Grants/Donations | 1,539 | 1,000 | 1,100 | 1,200 | 1,300 |
| Total Unused Grants/Donations with conditions | 1,539 | 1,000 | 1,100 | 1,200 | 1,300 |
| Total Current Liabilities | 108,612 | 93,201 | 96,101 | 97,951 | 100,301 |
| Non-Current Liabilities | | | | | |
| Non-Current Liabilities | 1,809 | 261 | 0 | 0 | 0 |
| Total Non-Current Liabilities | 1,809 | 261 | 0 | 0 | 0 |
| Total Liabilities | 110,421 | 93,462 | 96,101 | 97,951 | 100,301 |
| Net Assets | 485,566 | 536,744 | 543,056 | 557,232 | 568,908 |

STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEARS ENDED 30 JUNE 2026, 2027 & 2028

| | Actual 2024 | Forecast 2025 | Indicative 2026 | Indicative 2027 | Indicative 2028 |
|------------------------------|----------------|------------------|--------------------|--------------------|--------------------|
| Opening balance as at 1 July | 470,332 | 485,566 | 536,744 | 543,056 | 557,232 |
| Surplus/(Deficit) | 15,234 | 51,177 | 6,312 | 14,176 | 11,676 |
| Balance at 30 June | 485,566 | 536,744 | 543,056 | 557,232 | 568,908 |

STATEMENT OF CASHFLOW FOR THE YEARS ENDED 30 JUNE 2026, 2027 & 2028

| | Actual 2024 | Forecast 2025 | Indicative 2026 | Indicative 2027 | Indicative 2028 |
|---|----------------|------------------|--------------------|--------------------|--------------------|
| Cash Flows from Operating Activities | | | | | |
| Donations and Fundraising | 250 | 20,317 | 360 | 500 | 500 |
| Receipts from Council grants | 174,981 | 182,509 | 185,768 | 189,483 | 193,273 |
| Receipts from sale of goods and services | 249,772 | 232,399 | 285,160 | 298,768 | 313,634 |
| Interest Received | 11,962 | 9,014 | 12,000 | 12,600 | 13,320 |
| Payments to Suppliers & staff | -336,430 | -357,146 | -414,226 | -435,525 | -456,811 |
| Goods and Services Tax (net) | -633 | 842 | 0 | 0 | 0 |
| Net Cash Flows from Operating Activities | 99,901 | 87,935 | 69,062 | 65,826 | 63,826 |
| Cash Flows from Investing Activities | | | | | |
| Purchase of Fixed Assets | -6,027 | -10,000 | -10,000 | -10,000 | -10,000 |
| Repayment of Non-Current Liabilities | -1,551 | -1,548 | -261 | 0 | 0 |
| Net Cash Flow from Investing Activities | -7,577 | -11,548 | -10,261 | -10,000 | -10,000 |
| Net Increase/(Decrease) in Cash and Cash Equivalents | 92,324 | 76,387 | 58,801 | 55,826 | 53,826 |
| Cash and Cash Equivalents at the start of the Year | 242,483 | 334,807 | 411,194 | 469,995 | 525,821 |
| Cash and Cash Equivalents at the End of the Year | 334,807 | 411,194 | 469,995 | 525,821 | 579,647 |

