



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

ARTS, CULTURE & HERITAGE COMMITTEE

9:00 AM, WEDNESDAY 18 MARCH 2026

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

MEMBERS

Rachel Bowen (Chairperson)

Kaydee Zabelin (Deputy Chairperson)

Grant Smith (The Mayor)

Mark Arnott

Lorna Johnson

Brent Barrett

Bonnie Kuru

Lew Findlay (QSM)

Debi Marshall-Lobb

Leonie Hapeta

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

Te Marae o Hine | 32 The Square
Private Bag 11034 | Palmerston North 4442 | New Zealand
pncc.govt.nz

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ARTS, CULTURE & HERITAGE COMMITTEE MEETING

18 March 2026

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

4. Declarations of Interest (if any)

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

5. Public Comment

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

- 6.**
Presentation - Untold Stories Project
Page 5
- 7.**
The Regent Theatre Trust: Draft Statement of Intent 2026-29
Memorandum, presented by Sarah Claridge, Governance Advisor.
Page 7
- 8.**
The Globe Theatre Trust: Draft Statement of Intent 2026-29
Memorandum, presented by Sarah Claridge, Governance Advisor.
Page 35
- 9.**
Te Manawa Museums Trust: Six-Month Report 1 July - 31 December 2025 and Draft Statement of Intent 2026-29
Memorandum, presented by Sarah Claridge, Governance Advisor.
Page 55
- 10.**
Committee Work Schedule
Page 135
- 11.**
Karakia Whakamutunga
- 12.**
Exclusion of Public

That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

PRESENTATION

TO: Arts, Culture & Heritage Committee

MEETING DATE: 18 March 2026

TITLE: Presentation - Untold Stories Project

RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

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

SUMMARY

Tania Kopytko, on behalf of the Untold Stories Team, will update the Committee regarding the 'Celebrating Our Stories' event in October 2026. The event will be the first national gathering of descendants of displaced persons who settled in New Zealand post World War II.

ATTACHMENTS

Nil

MEMORANDUM

TO: Arts, Culture & Heritage Committee

MEETING DATE: 18 March 2026

TITLE: The Regent Theatre Trust: Draft Statement of Intent 2026-29

PRESENTED BY: Sarah Claridge, Governance Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATIONS TO ARTS, CULTURE & HERITAGE COMMITTEE

- 1. That the Committee agree the Statement of Intent 2026-29 (Attachment 1) submitted by the Regent Theatre Trust.**
-

1. ISSUE

- 1.1 In February 2025, Council resolved to exempt the Regent Theatre Trust (the Regent) from the reporting and auditing requirements of the Local Government Act 2002 for Council-Controlled Organisations (CCOs). However, in order to maintain sufficient oversight of the Trust, Council requested the Regent continue to present an annual Statement of Intent and unaudited Annual Report.
- 1.2 The Regent has delivered its draft Statement of Intent (SOI) 2026-29 (Attachment 1), as required by Council resolution 7-25:

“That Council request the Globe Theatre Trust and Regent Theatre Trust present an annual Statement of Intent and Annual Report to the relevant committee.”
- 1.3 Officers have reviewed the draft SOI and are satisfied the draft SOI meets Council’s Statement of Expectations (SOE) (see Table 1). Unless the Committee has any recommended changes, Officers recommend that the Committee agree the SOI today.

2. BACKGROUND

- 2.1 The Regent was set up as a CCO to independently manage and promote the Regent Theatre as the preferred local venue of choice for international, national, and local performing arts experiences catering to culturally diverse people of all ages.
- 2.2 A CCO is an organisation in which Council has the right to appoint at least 50% of the trustees and must work towards Council’s objectives on its behalf.

Seismic Strengthening Investigation

2.3 The Regent Theatre is scheduled to start seismic strengthening in 2027/28 (Year 2 of the SOI). An investigation is underway and is expected to be completed by the end of 2026-27 which will inform the work needed to bring the theatre up to legislative requirements. The impact on the ability of the Regent to function and operate will not be known until the investigation has been completed.

As the impact on the theatre is still unknown, the Board have not adjusted the performance measures for 2026/27 or 2027/28 in the draft SOI at this stage. Elected Members should note this risk. Performance forecasts will be updated when more information is at hand.

3. COUNCIL OBJECTIVES FOR THE REGENT THEATRE

3.1 It is good practice for a shareholder of a CCO (ie. Council) to outline what it expects of its CCO, and to clarify the roles and responsibilities of the CCO Board and Council in a Statement of Expectations (SOE).

3.2 In September 2024, Council agreed a three-year Statement of Expectations (SOE) 2025-2028 for the Regent Theatre. The SOE aligns with the objectives from Council’s Oranga Papaioea City Strategy and strategic plans, in particular the Arts Plan. Council will agree a new three-year SOE in September 2027, once Council’s strategies and goals have been set as part of the Long-Term Plan process.

3.3 Council’s priorities under the Arts Plan for the Regent Theatre are:

- **Objective 1: Provide and support cultural facilities**

The Regent on Broadway will provide opportunities for our city communities to attend and take part in a wide variety of performances.

- **Objective 2: Support community arts initiatives and organisations**

The value of the arts is evident in our cityscape. There is support for local arts organisations and creative initiatives.

- **Objective 3: Provide, fund, and support city and community events**

There is a variety of local city and community events and festivals throughout the year. Communities have opportunities to share and celebrate their cultural identity and interests. New and developing events attract and engage new audiences.

3.4 The Regent has incorporated these objectives into their key performance indicators which are grouped as:

- 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 heritage status of the building.

- To engage in effective collaboration with our stakeholders and clients, enabling the best customer experiences.
- To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.

4. DRAFT STATEMENT OF INTENT 2026-2029

- 4.1 The Board’s focus for this SOI is to build on their success and, where possible, endeavour to increase the use of the venue to help make the city’s vision a reality.
- 4.2 The Board has presented a draft SOI that aligns with Council’s strategic direction and addresses the SOE, as outlined in Table 1 below.

Table 1: Comparison of The Regent SOI with Council’s Statement of Expectation

Statement of Expectation	The Regent’s Draft SOI 2026-29	Comments + Recommendations for Final SOI 2026-29
Contribute towards achieving the objectives in the Arts Plan and align activities to Council's overall vision, goals, and Oranga Papaioea City Strategy.	The City Vision Statement (page 5) sets out how the Regent’s activities align with Council’s 4 Goals.	Meets Expectation.
Develop 4-6 high-quality performance measures with Officers.	The Regent has reviewed and consolidated its performance measures to 6.	Meets Expectation.
Outline approach to good governance practices, financial sustainability, and environmental sustainability.	<p>Governance Practices: In the Governance section (page 5) the Board’s approach to governance is to adopt ‘best practice’ and for Board Members to reflect the diversity of Palmerston North and surrounding region.</p> <p>Financial Sustainability: Action in Objective 1 (page 7) to continue to seek funds – either via the Friends of the Regent or other sources.</p>	Meets Expectation.

Statement of Expectation	The Regent's Draft SOI 2026-29	Comments + Recommendations for Final SOI 2026-29
	<p>Please also see the financial analysis in section 4.3 and Table 2 which highlights the Regent's financial situation.</p> <p>Environmental Sustainability:</p> <p>The areas of focus to improve the environmental sustainability of the theatre are mentioned under Goal 4 (page 6). Examples include replacing the use of plastic cups by offering more drinks in cans; and installing water coolers for people to fill their own bottles.</p> <p>Action under Objective 2 to incrementally replace the lighting in the theatre to LED Luminaires. Approximately 60% of the theatre's lights are now LED. The Regent estimates that 100% of lights will be LED in the next 5 - 6 years.</p>	
<p>Outline your approach to upholding the mana of Te Tiriti o Waitangi including working in partnership with Rangitāne o Manawatu (see page 7 of the Oranga Papaioea City Strategy).</p>	<p>Actions under Objective 1 include:</p> <p>Honouring Te Tiriti o Waitangi by providing staff with training to learn Te Reo Māori and Tikanga.</p> <p>Continue to install bilingual signage within the theatre.</p> <p>Continue to collaborate with Rangitāne to enhance and expand the Regent Theatre's Pre-European project.</p>	<p>Meets Expectation.</p>
<p>Outline approach to engaging with and enabling participation by under-represented communities¹.</p>	<p>Actions under Objectives 2 and 3 include:</p> <p>Ensuring continued communication with the city's under-represented groups.</p> <p>Target marketing material/ communication to the targeted</p>	<p>Meets Expectation.</p>

¹ Under-represented communities means – Māori, Pasifika, minority ethnic groups, former refugees, people with disabilities, children and young people, older people and Rainbow communities.

Statement of Expectation	The Regent’s Draft SOI 2026-29	Comments + Recommendations for Final SOI 2026-29
	audience.	
Identify your regionally/nationally significant events based on current delivery.	The Regent has included a target for the number of national/ international tours. The target increases annually from 38, 39, 40.	Meets Expectation.
Work with Council and other agencies to develop Economic Impact reporting for regionally/nationally significant events.	Mentioned as the first activity under Objective 2. This includes collecting the ticketing snapshot of the audience and venue profiles from our contracted ticketing companies for either an event or for a defined period.	Meets Expectation.

Financial Commentary

- 4.3 The Trust Board is signalling a net surplus over the next three years due to increased revenue. Annual Donations from the Friends of the Regent (up to 56k in 2028/29), and Community Grants (100k) will continue to supplement the Council grant. Refreshments is also forecasted to remain profitable over this reporting period.
- 4.4 The Trust Board is projecting a high current ratio, indicating it is able to meet its short-term obligations. The Trust is maintaining high levels of investments and cash in the bank, which might be important to retain given the uncertainty of the seismic strengthening project.

Table 2: Regent SOI Summary Financials

	Budget		SOI	
Summary Financials (\$)	25/26	26/27	27/28	28/29
Financial Performance				
PNCC Grant	276,024	288,302	297,239	306,454
Total Revenue	1,270,494	1,405,812	1,437,100	1,469,111
Total Expenses	1,267,648	1,372,620	1,404,609	1,427,086
Net Surplus (Deficit)	2,846	33,192	32,491	42,025
Financial Position				
Current Assets	698,975	736,764	781,253	833,503
Total Assets	1,465,758	1,502,547	1,537,879	1,582,804
Current Liabilities	181,417	185,014	187,856	190,756
Total Liabilities	181,417	185,014	187,856	190,756
Equity	1,284,341	1,317,533	1,350,023	1,392,048
Cash Flows				
Total Net Cash Flows	(115,594)	13,885	24,627	31,987
Opening Cash	316,274	200,680	214,565	239,192
Closing Cash	200,680	214,565	239,192	271,179
Financial Indicators				
Current Ratio	3.85	3.98	4.16	4.37
Working Capital	517,558	551,750	593,397	642,747

5. NEXT STEPS

- 5.1 The Regent will deliver their Annual Report to the Arts, Culture & Heritage Committee in September 2026.

6. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do, they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No

<p>The recommendations contribute to:</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city</p>	
<p>The recommendations contribute to this plan:</p> <p>14. Mahere mana urungi, kirirarautanga hihiri 14. Governance and Active Citizenship Plan</p> <p>The objective is: Review and monitor the performance of Council operations and Council Controlled Organisations</p>	
<p>Contribution to strategic direction and to social, economic, environmental, and cultural well-being</p>	<p>Providing comments on the draft Statement of Intent is a mechanism for the Council to provide guidance and direction to The Regent Theatre Trust Board.</p>

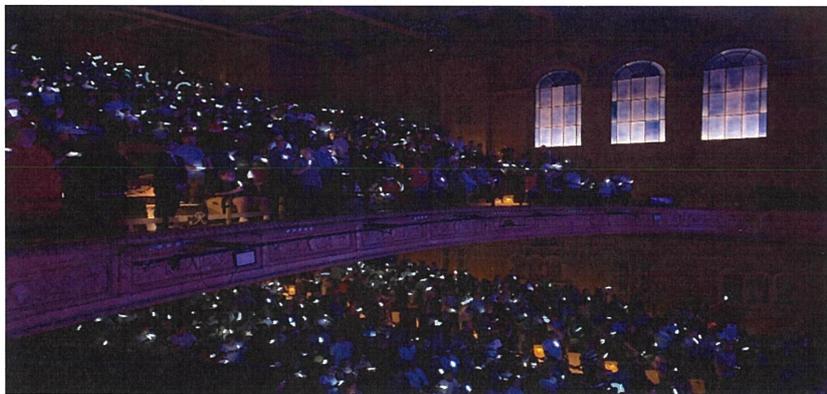
ATTACHMENTS

1. The Regent Theatre Trust Board_ Statement of Intent 2026-2029  



STATEMENT OF INTENT

Regent Theatre Trust 2026 - 2029



REGENT on
BROADWAY

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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 Amy Cheung-Rhodes 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 continued to establish 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 is to consolidate and enhance this position. The plan for the three years ending June 2029 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 (2024-25) 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 2029, 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 ten 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 Manawatū 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 Manawatū 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 Rangitanenuiarawa. 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 Rangitane 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.
- Work with Council Officers to develop new performance measures.

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

The Regent on Broadway will support this objective by:

- Supporting events by establishing professional marketing strategies, resources, tools and e platforms – such as Facebook, Instagram and a well-appointed web site.
- Developing and aligning promotional and marketing strategies to the vision, goals and principles of Palmerston North City Council’s Oranga Papaioea City strategy.
- Identifying key client audiences and prioritising and scheduling targeted material and effective communication. This includes:
 - o Advertising, e-newsletters and Facebook
 - o 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.
 - o Updating media release contacts and templates as required
 - o 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			
		2024/25	2025/26	2026/27	2027/28	2028/29
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)	198	210	215	220	225
	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.	33	38	39	40	41
	Total number of Performances held within the Auditorium not less than	163	180	190	195	198

<p>2. To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.</p>	<p>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,</p>	<p>39</p>	<p>39</p>	<p>40</p>	<p>40</p>	<p>40</p>
<p>3. To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.</p>	<p>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).</p> <p>Total event split to all events Community 70%/Commercial 30%</p>	<p>101,081</p> <p>70% community 30% commercial</p>	<p>91,000</p> <p>70/30</p>	<p>100,000</p> <p>70/30</p>	<p>101,000</p> <p>70/30</p>	<p>102,000</p> <p>70/30</p>

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 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.



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



THE REGENT THEATRE TRUST

Financial Forecast
For the year ended 30 June 2026 to 30 June 2029



THE REGENT THEATRE TRUST
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THE REGENT THEATRE TRUST

Accountants' Statement - Disclaimer of Liability

Scope

We have compiled the financial forecast of THE REGENT THEATRE TRUST for the year ended 30 June 2026 to 30 June 2029 in accordance with Compilation Standards issued by Chartered Accountants Australia and New Zealand.

The financial forecast is a special purpose report to forecast the performance and cashflow of the business. Accordingly the forecasts may not be appropriate for any other purpose. These forecasts have been prepared on a basis considered appropriate for the stated purpose and the forecasts may not necessarily follow Financial Reporting Standard No. 42 issued by the New Zealand Accounting Standards Board.

Achievement of the financial forecast is dependent upon future events of which the outcomes are uncertain. The actual results may therefore vary significantly from the attached financial forecast and no warranty of accuracy or reliability can be given. We have no responsibility to update this report for events and circumstances occurring after the date of compilation.

Responsibilities

The Directors are solely responsible for the information contained in the financial forecast and have determined that the assumptions adopted and financial reporting framework used are appropriate to meet their needs and the purpose for which the financial forecast were prepared. The financial forecast were prepared exclusively for the Directors' 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 forecast from information provided to us by the Directors. They do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed. We specifically have not commented on the reasonableness of the assumptions or their achievability.

Disclaimer of liability

This financial model is prepared solely for the Directors of THE REGENT THEATRE TRUST and this is not to be released to a third party, such as another accounting firm or advisor without the express written permission from BDO Manawatu Limited.

Signed by:

C646254CF89FB15C

BDO Manawatu Limited
24 February 2026

THE REGENT THEATRE TRUST

Financial Forecast for the periods ending 30 June 2026 to 30 June 2029

Year Ending	Actual '2024-25	Budget '2025-2026	Projected '2026-27	Projected '2027-28	Projected '2028-29
	Profit & Loss (\$)				
Revenue	\$	\$	\$	\$	\$
Donations from Friends of the Regent	35,786	30,000	50,000	53,000	56,060
Community Grants	100,000	100,000	100,000	100,000	100,000
Palmerston North City Council Funding	275,245	276,024	288,302	297,239	306,454
Palmy Companion Card Income	5,190	-	-	-	-
Theatre Operations and Recoveries	673,296	530,970	615,010	627,310	639,856
Regent on Broadway Promotions	2,584	50,000	38,000	38,760	39,535
Event Ticketing Centre	117,731	101,000	122,000	124,440	126,929
Refreshments	161,605	164,500	174,500	177,990	181,550
Total Revenue	1,371,437	1,252,494	1,387,812	1,418,740	1,450,384
Interest Received	21,858	18,000	18,000	18,360	18,727
Expenses					
Employee related expenses	680,570	672,090	665,650	678,963	692,542
Theatre Operations	336,525	380,340	397,320	405,266	413,372
Regent on Broadway promotions	1,847	38,500	17,000	17,340	17,687
Event Ticketing Centre	8,743	14,400	12,650	12,903	13,161
Refreshments	94,437	82,500	99,000	100,980	103,000
Donations and Grants Paid	1,072	-	-	-	-
Palmy Companion Card Expenses	5,190	-	-	-	-
Total Expenses	1,128,384	1,187,830	1,191,620	1,215,452	1,239,761
Net Profit Before Depreciation	264,911	82,664	214,192	221,647	229,350
Depreciation	124,741	79,818	181,000	189,157	187,325
Net Profit After Tax	140,170	2,846	33,192	32,491	42,024

The financial forecast should be read in conjunction to the disclaimer of liability and the notes to the financial forecast.

THE REGENT THEATRE TRUST

Financial Forecast for the periods ending 30 June 2026 to 30 June 2029

Year Ending	Actual '2024-25	Budget '2025-2026	Projected '2026-27	Projected '2027-28	Projected '2028-29
Balance Sheet (\$)					
Current Assets					
Bank	316,274	200,680	214,565	239,192	271,179
Accounts Receivable	50,500	53,283	59,006	60,323	61,670
Investments	417,957	435,957	453,957	472,317	491,044
Prepayment	8,878	9,056	9,237	9,421	9,610
Total Current Assets	793,609	698,975	736,764	781,253	833,503
Non Current Assets					
Fixed Assets	747,601	766,783	765,783	756,626	749,301
Total Assets	1,541,210	1,465,758	1,502,547	1,537,879	1,582,804
Current Liabilities					
Accounts Payable	122,007	49,425	50,405	51,414	52,442
Deposits in Advance	25,069	18,349	20,857	21,266	21,683
Employee Costs Payable	51,600	50,949	50,456	51,445	52,454
GST	11,039	12,694	13,296	13,731	14,178
Pat Snoxell Legacy Account (Bequest)	50,000	50,000	50,000	50,000	50,000
Total Current Liabilities	259,715	181,417	185,014	187,856	190,756
Total Liabilities	259,715	181,417	185,014	187,856	190,756
Net Assets	1,281,495	1,284,341	1,317,533	1,350,024	1,392,048
Equity					
Opening Bal Equity	1,141,325	1,281,495	1,284,341	1,317,533	1,350,024
Net Income	140,170	2,846	33,192	32,491	42,024
Total Equity	1,281,495	1,284,341	1,317,533	1,350,024	1,392,048

The financial forecast should be read in conjunction to the disclaimer of liability and the notes to the financial forecast.

THE REGENT THEATRE TRUST

Financial Forecast for the periods ending 30 June 2026 to 30 June 2029

Year Ending	Actual '2024-25	Budget '2025-2026	Projected '2026-27	Projected '2027-28	Projected '2028-29
Cash Flow Statement (\$)					
Operating Cash Inflows					
Debtor Collections	1,362,367	1,411,366	1,570,268	1,607,693	1,643,602
Interest Income	22,598	18,000	18,000	18,360	18,727
	1,384,965	1,429,366	1,588,268	1,626,053	1,662,329
Operating Cash Outflows					
Creditor Payments	399,346	665,860	604,066	616,139	628,462
GST Payments to IRD	12,088	74,508	79,174	81,952	84,619
Wages	676,019	672,741	666,143	677,974	691,534
	1,063,277	1,413,110	1,349,383	1,376,065	1,404,615
Net Operating Cashflows	321,688	16,256	238,885	249,987	257,714
Capital (Payments)/Receipts					
Fixed Asset Purchases (GST Inclusive)	188,472	113,850	207,000	207,000	207,000
Investments	166,713	18,000	18,000	18,360	18,727
	355,185	131,850	225,000	225,360	225,727
Net Cash Inflows (Outflows)	(33,497)	(115,594)	13,885	24,627	31,987
Bank					
Opening Cash Balance	349,771	316,274	200,680	214,565	239,192
Closing Cash Balance	316,274	200,680	214,565	239,192	271,179

The financial forecast should be read in conjunction to the disclaimer of liability and the notes to the financial forecast.

THE REGENT THEATRE TRUST

Notes to the Forecast

Accounting Policies

Reporting Entity

The forecast financial information has been prepared for THE REGENT THEATRE TRUST. The Trust is incorporated in New Zealand under the Charitable Trusts Act 1957 and is a registered charity under the Charities Act 2005.

Statement of Compliance and Basis of Preparation

These management reports have been prepared for the Palmerston North City Council. They are prepared for management reporting only and should not be relied on for any other purpose. They are therefore defined as special purpose reports.

The accounting principles recognised as appropriate for the measurement and reporting of the forecast financial information on an historical cost basis are followed by the entity. The information is presented in New Zealand dollars.

Notes and Assumptions

1 Budget

Forecast figures are based on information provided by the General Manager.

2 Accounting Policies

The accounting policies applied in the management report of the Trust are consistent with the policies reflected in the notes to the annual financial statements.

MEMORANDUM

TO: Arts, Culture & Heritage Committee

MEETING DATE: 18 March 2026

TITLE: The Globe Theatre Trust: Draft Statement of Intent 2026-29

PRESENTED BY: Sarah Claridge, Governance Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATIONS TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the Committee receive the draft Statement of Intent 2026-29 (Attachment 1) submitted by the Globe Theatre Trust.
2. That the Committee agree that the recommended comments on the draft Statement of Intent 2026-29 outlined in Table 1 be advised to the Globe Theatre Trust Board.

1. ISSUE

- 1.1 In February 2025, Council resolved to exempt the Globe Theatre Trust from the reporting and auditing requirements of the Local Government Act 2002 for Council Controlled Organisations (CCOs). However, in order to maintain oversight of the Trust, Council requested the Globe continue to present an annual Statement of Intent and unaudited Annual Report.
- 1.2 The Globe Theatre Trust (the Globe) has delivered its draft Statement of Intent (SOI) 2026-29 (Attachment 1), as required by Council resolution 7-25:

“That Council request the Globe Theatre Trust and Regent Theatre Trust present an annual Statement of Intent and Annual Report to the relevant committee.”
- 1.3 The purpose of this report is to provide an opportunity for the Committee to give feedback to the Globe on their draft SOI.

2. BACKGROUND

- 2.1 The Globe was set up as a CCO to independently manage and promote the Globe Theatre as a venue for hire. A CCO is an organisation in which Council has the right to appoint at least 50% of the trustees and must work towards Council’s objectives on its behalf.

3. COUNCIL OBJECTIVES FOR THE GLOBE THEATRE

3.1 It is good practice for a shareholder of a CCO (eg. Council) to outline what it expects of its CCO, and to clarify the roles and responsibilities of the CCO Board and Council in a Statement of Expectations (SOE).

3.2 In September 2024, Council agreed a three-year Statement of Expectations (SOE) 2025-2028 for the Globe Theatre. The SOE aligns with the objectives from Council’s Oranga Papaioea City Strategy and strategic plans, in particular the Arts Plan. Council will agree a new three-year SOE in September 2027, once Council’s strategies and goals have been adopted as part of the Long-Term Plan process.

3.3 Council’s priorities under the Arts Plan for the Globe Theatre are:

- **Objective 1: Provide and support cultural facilities:** The Globe Theatre will provide opportunities for our city communities to attend and take part in a wide variety of performances.
- **Objective 2: Support community arts initiatives and organisations:** The value of the arts is evident in our cityscape. There is support for local arts organisations and creative initiatives.
- **Objective 3: Provide, fund, and support city and community events:** There is a variety of local city and community events and festivals throughout the year. Communities have opportunities to share and celebrate their cultural identity and interests. New and developing events attract and engage new audiences.

3.4 The Globe has incorporated these objectives under the Nature and Scope of Activities section; they are grouped under

- 1. Enable a high level of theatre activity**
 - Deliver responsive and supportive hire services
 - Maintain professional technical capability
 - Encourage touring productions
- 2. Support local performing arts organisations**
 - Maintain MOU relationships
 - Provide accessible and affordable venue use
 - Support diverse community representation
- 3. Maintain and develop theatre facilities**
 - Invest in fixtures, fittings and equipment
 - Work with Palmerston North City Council on long-term asset improvements
 - Incorporate sustainability considerations

4. DRAFT STATEMENT OF INTENT 2026-2029

- 4.1 The Board’s focus for this SOI is to provide a stable, community-focused three-year programme. The Globe will prioritise participation, financial sustainability, and strengthened governance while maintaining a strong alignment with Council’s Oranga Papaioea City Strategy.
- 4.2 The Globe recognises that as a community theatre, they have an important role to play in “providing high-quality infrastructure, technical expertise and organisational support that enables local, national and international artists and organisations to create and present work in Palmerston North”.
- 4.3 The Board has presented a draft SOI that aligns with Council’s strategic direction and addresses the Statement of Expectation, as outlined in Table 1 below.

Table 1: Comparison of The Globe SOI with Council’s Statement of Expectation

Statement of Expectation	The Globe’s Draft SOI 2026-29	Officer Comments + Recommendations for Final SOI 2026-29
Contribute towards specific actions in the Arts Plan and align activities to Council's overall vision, goals, and Oranga Papaioea City Strategy.	<p>Included</p> <p>Page 5 of the SOI lists the Council’s goals and explains how the Globe contributes to each.</p>	Meets Expectation.
Develop 4-6 high-quality performance measures with Officers.	<p>Included</p> <p>Eight Performance Measures have been listed (page 11). These provide a snapshot of the Globe’s usage and national reach.</p> <p>The Globe has also added a new performance measure: Net Promoter Score (NPS) which will enable the Trust to track the quality of experience provided.</p>	Meets Expectation.
Outline approach to good governance practices, financial sustainability, and environmental sustainability.	<p>Included</p> <p>The Globe has outlined its governance practices in the How we Operate section.</p> <p>It specifically mentions reflecting the diversity of Palmerston North.</p> <p>Financial Sustainability, is also</p>	Meets Expectation.

Statement of Expectation	The Globe’s Draft SOI 2026-29	Officer Comments + Recommendations for Final SOI 2026-29
	<p>mentioned in the How we Operate section (page 7). Please also see the financial analysis in sections 4.4 – 4.6 and Table 2 which highlights the Globe’s financial situation.</p> <p>Environmental Sustainability See contributions under Goal 4 (page 6), in particular seeking environmentally responsible operational improvements and supporting Council (as building owner) to incorporate incremental sustainability upgrades.</p>	
<p>Outline your approach to upholding the mana of Te Tiriti o Waitangi including working in partnership with Rangitāne o Manawatū (see page 7 of the Oranga Papaioea City Strategy).</p>	<p>Included Mentioned on page 6, The Globe talks about engaging with Rangitāne to identify opportunities for cultural expression and collaboration.</p>	<p>Meets Expectation.</p>
<p>Outline your approach to engaging with and enabling participation by under-represented communities¹.</p>	<p>Included Under the Nature and Scope of Activities (page 7) - Objective 1 states providing a hire service that is responsive to the needs of hirers through Collaborated Performances (box office split). This is when the Globe and hirer split the cost of the hireage fee and ticket sales. It is one way to encourage new performances, by reducing the barrier of the hireage fee.</p>	<p>Meets Expectation.</p>

¹ Under-represented communities means – Māori, Pasifika, minority ethnic groups, former refugees, people with disabilities, children and young people, older people and Rainbow communities.

	<p>This is also a performance measure.</p> <p>Objective 2 states that it will support diverse community representation.</p> <p>In the How we Operate section, “the Trust will promote inclusion and accessibility”.</p>	
Identify your regionally/nationally significant events based on current delivery.	<p>Included</p> <p>The Globe has included a target for the number of international/ national tours.</p> <p>It is also mentioned as an activity under Objective 1.</p>	Meets Expectation.
Work with Council and other agencies to develop Economic Impact reporting for regionally/nationally significant events.	<p>Included</p> <p>The Globe states it will assist Council “with data collection relating to audience origin, visitation patterns, and event activity when requested” (page 6).</p>	Officers will work with the Globe Staff to develop a measure for number of tickets sold to individuals outside of Palmerston North. This will give Council an indication of the number of people visiting to attend Globe performances.
Financials	Cash Reserves are significant.	<p>Recommendation</p> <p>Globe Trust to consider purpose and potential of their cash reserves.</p>

Financial Commentary

- 4.4 The Trust has budgeted a surplus over the next three years. In 2026/27, Total Revenue is higher than expected due to an increase in forecasted Sales of Goods and Services (\$308,902). The Globe has explained this is based on an expectation that the first six months of 25/26 will see larger shows attracting a higher average ticket price. However, the budget for ticket sales in the following years has been forecasted conservatively, since the Globe itself does not determine the types of shows that ultimately book the theatre and thus it is difficult to forecast revenue.
- 4.5 The Trust's current assets (mainly cash) is almost five times its current liabilities which indicate the Trust's ability to easily satisfy its current obligations.
- 4.6 The Trust’s cash position is projected to remain strong and grow significantly over the next three years - sitting above \$450k. This is because the Trust is not

purchasing any major fixed assets in years 2026-2027 to 2028-2029. Note, the Trust Board has a policy to keep six months' cash in reserve.

Table 2: Globe SOI Summary Financials

	Budget	SOI		
Summary Financials	25/26	26/27	27/28	28/29
Financial Performance				
PNCC Grant	188,922	193,078	199,063	205,234
Total Revenue	510,233	503,008	523,240	544,369
Total Expenses	465,768	490,849	501,091	523,396
Net Surplus (Deficit)	44,465	12,159	22,149	20,973
Financial Position				
Current Assets	455,467	500,318	537,253	567,243
Total Assets	742,945	731,796	723,731	708,720
Current Liabilities	96,500	99,650	101,800	104,350
Total Liabilities	96,500	99,650	101,800	104,350
Equity	646,445	632,146	621,931	604,370
Cash Flows				
Total Net Cash Flows	94,625	45,039	36,385	29,539
Opening Cash	353,355	447,980	493,018	529,403
Closing Cash	447,980	493,019	529,403	558,942
Financial Indicators				
Current Ratio	4.72	5.02	5.28	5.44
Working Capital	358,967	400,668	435,453	462,893

5. NEXT STEPS

- 5.1 Any comments on the draft SOI will be communicated in writing to the Globe.
- 5.2 The Globe will deliver their final SOI to the Arts, Culture & Heritage Committee on 25 June 2025.
- 5.3 The Globe will deliver their Annual Report to the Arts, Culture & Heritage Committee in September 2026.

6. COMPLIANCE AND ADMINISTRATION

Does Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do, they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 2: He tāone whakaihihi, tapatapahi ana Goal 2: A creative and exciting city	
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirarautanga hihiri 14. Governance and Active Citizenship Plan The objective is: Carry out regular performance monitoring and reporting of the Globe Theatre Trust.	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being	Providing comments on the draft Statement of Intent is a mechanism for the Council to provide guidance and direction to The Globe Theatre Trust Board.

ATTACHMENTS

- 1. The Globe Theatre Trust- Draft Statement of Intent 2026-2029 



address: PO Box 132, 132 Main Street
Palmerston North
website: www.globetheatre.co.nz
email: info@theglobe.co.nz
phone: 06 351 4409

Globe Theatre Trust Statement of Intent For the three years to 30 June 2029

Version: DRAFT V10

Date: 02/03/2026

Prepared by: Globe Theatre Trust Board

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Trust Details as of 30 June 2026

Nature of Business	Theatre
Establishment Date	15 April 2002
Trustees	J Adams R Harris C Wilson R Sheppard M O'Connell G Taylor
Chairperson	J Adams
Secretary	M O'Connell
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 period from July 1st, 2026, to June 30th, 2029.

This Statement of Intent outlines a stable, community-focused three-year programme. The Globe will prioritise participation, financial sustainability, and strengthened governance while maintaining strong alignment with Council's City Strategy

As a Council Controlled Organisation, the Globe Theatre plays a key role in supporting Palmerston North City Council's vision of *Small City Benefits, Big City Ambition*, and the Oranga Papaioea City Strategy.

The Globe Theatre is a venue-led organisation. We do not produce work directly; rather, we provide high-quality infrastructure, technical expertise and organisational support that enables local, national and international artists and organisations to create and present work in Palmerston North.

During 2024-2025 the Globe delivered:

- 742 theatre usages
- 303 performances
- 24,554 audience members
- 3,677 participants
- 3,761 hours of venue use

These results demonstrate strong utilisation of a key cultural asset and sustained community engagement.

This Statement of Intent outlines how the Globe will continue to contribute to all four strategic goals of the Oranga Papaioea City Strategy while maintaining strong governance, financial prudence, partnership with Rangitāne, and environmental responsibility.

Purpose of the Statement of Intent

This Statement of Intent is presented in accordance with section 64(1) of the Local Government Act 2002.

It publicly states:

- The activities of the Globe Theatre Trust for the next three years
- The objectives to which those activities contribute
- The performance measures and targets by which performance will be assessed

This Statement of Intent takes into account shareholder expectations and provides a clear basis for accountability and monitoring.

About the Globe Theatre Trust

Governance

The Globe Theatre Trust is governed by a Board of up to six Trustees (four appointed by Palmerston North City Council and up to two co-opted Trustees).

The Board is responsible for:

- Strategic direction
- Monitoring performance
- Financial oversight
- Risk management
- Compliance with statutory obligations

The Board adopts recognised good governance practices and is committed to:

- Acting as a good employer
- Reflecting the diversity of Palmerston North
- Maintaining transparent reporting
- Upholding the Trust Deed

The Theatre manager is responsible for day-to-day operations and reports regularly to the Board.

The Globe Theatre is Palmerston North's dedicated community-focused performing arts venue. It provides affordable access to performance space, participation pathways for local artists and volunteers, and a platform for touring productions that connect the region to national and international work.

As a regional cultural hub, the Globe supports creative development, community wellbeing, and civic identity in ways that extend beyond audience attendance. Its dual-theatre configuration allows flexibility for both large-scale productions and emerging or experimental work, strengthening the city's cultural ecosystem.

Strategic Framework

Core Purpose

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

Vision

To be the home of the local performing arts community in Palmerston North.

Aim

To be recognised as a collaborative and trusted cultural partner within the city.

Contribution to the Oranga Papaioea City Strategy

Goal 1: An innovative and growing city

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

The Globe contributes by:

- Providing infrastructure that supports creative enterprise
- Enabling over 3,000 participants annually to develop skills and experience
- Supporting local festivals and events that foster civic pride
- Attracting national and international touring productions

Participation in productions builds confidence, skills and aspiration, particularly among youth and emerging artists.

Economic Impact Reporting

While the majority of activity at the Globe Theatre is community-based and not typically suited to formal economic impact assessment, the Trust recognises that regionally or nationally significant events can contribute to visitor spend and wider economic benefit for Palmerston North.

The Globe will work collaboratively with Palmerston North City Council and relevant agencies to support the development of economic impact reporting where appropriate, including assisting with data collection relating to audience origin, visitation patterns, and event activity when requested.

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 contributes by:

- Hosting 300+ performances annually
- Supporting 10 Memorandum of Understanding (MOU) performing arts groups
- Providing accessible, professional-standard theatre facilities
- Maintaining strong relationships with national promoters

In 2024-2025, 89% of theatre use and 78% of performances were attributed to community groups, including MOU partners.

The theatre is home to a range of festivals and cultural events that celebrate diverse communities and attract visitors to the city.

Goal 3: A connected and safe community

Opportunities for involvement and to contribute to Council decision-making

The Globe provides:

- A welcoming, inclusive environment for participation

- Affordable access for community groups
- Opportunities for people of all ages and backgrounds to engage in the arts

Productions regularly receive Council funding support, strengthening the wider arts ecosystem and enabling community access to performance opportunities.

Goal 4: A sustainable and resilient city

A circular economy with more resource recovery and less waste

The Globe continues to:

- Convert lighting to LED (now approximately 98% complete)
- Investigate installation of solar panels
- Reduce waste and promote recycling
- Seek environmentally responsible operational improvements

The Board encourages and supports Council, as building owner, to incorporate incremental sustainability upgrades as part of long-term asset management.

Partnership with Rangitāne and Te Tiriti o Waitangi

The Trust recognises the principles of partnership, participation and protection under Te Tiriti o Waitangi.

The Globe will continue to engage with Rangitāne o Manawatū to identify opportunities for cultural expression and collaboration within the theatre and to support Māori creative activity.

Nature and Scope of Activities

To achieve its objectives, the Trust will:

1. Enable a high level of theatre activity
 - Deliver responsive and supportive hire services
 - Maintain professional technical capability
 - Encourage touring productions
2. Support local performing arts organisations
 - Maintain MOU relationships
 - Provide accessible and affordable venue use
 - Support diverse community representation
3. Maintain and develop theatre facilities
 - Invest in fixtures, fittings and equipment
 - Work with PNCC on long-term asset improvements
 - Incorporate sustainability considerations

How we operate

The Globe Theatre Trust operates efficiently and responsibly, recognising that much of its funding derives from public resources.

The Trust:

- Applies prudent financial management
- Monitors performance monthly
- Actively seeks external funding
- Reviews internal processes for continuous improvement
- Maintains strong health and safety systems
- Promotes inclusion and accessibility

The Board retains clear visibility over risk and operational decision-making and manages risk proactively.

Working together

The Trust is committed to maintaining a constructive and collaborative relationship with Council.

This includes:

- A “no surprises” approach to communication
- Regular reporting through six-monthly and annual reports
- Open engagement with Council officers and elected members
- Participation in relevant CCO network meetings

The Trust will provide an Annual Report by 30th September each year in accordance with sections 67-69 of the Local Government Act 2002.

Accountability and Transparency

The Annual Report will include:

- Commentary on operations
- Comparison against SOI performance measures
- Financial statements
- Auditor’s report

The Trust recognises the public accountability obligations of a Council Controlled Organisation and will ensure its operations withstand public scrutiny.

Conclusion

The Globe Theatre Trust remains committed to being:

- A cornerstone of Palmerston North’s performing arts community
- A collaborative cultural partner
- A well-governed and financially responsible organisation
- A contributor to all four goals of the Oranga Papaioea City Strategy

Through sustained utilisation, strong community participation, and strategic investment in facilities and sustainability, the Globe will continue to play a vital role in shaping a creative, connected and resilient city.

Performance Measures

Definitions

USER GROUPS

MOU Group – has an MOU arrangement with the Globe Theatre. May or may not be performance based

Community Group – the hirer is a community organisation. May or may not be performance based

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

USAGE AND PERFORMANCE

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

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

USAGE DEFINITIONS:

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

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

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

Comedy – a comedy performance on stage to an audience, open to the public, may be ticketed or not, or a rehearsal towards a performance in front of an audience

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

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

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

HOURS OF USE BY HIRERS

Approximate length of each usage from pack in to pack out (does not include box office or bar 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.

Performance Measures 2026/27, 2027/28, 2028/29

These measures provide Council with a clear snapshot of utilisation, engagement and national profile.

Performance Measure	Actual		Target		
	2024/25	As of 31st December 2025	2026/27	2027/28	2028/29
Number of usages	742	428 (603)	740	750	760
Number of Performances	303	174 (308)	305	310	315
Hours of Use by Hirers	3,761	2,579 (3,383)	3,900	4,000	4,100
Participants *	3,677	1,577 (4,236)	2,680	2,814	2,954
Audience	24,554	16,853 (24,174)	26,000	27,000	28,000
National/international productions	77	34 (40)	80	85	90
Collaborated performances	25	16 (33)	34	36	38
Net Promoter Score **	-	Establish Baseline	≥ 40	≥ 45	≥ 50

* Participant numbers fluctuate annually depending on production scale and cast size. Targets have been recalibrated to reflect recent programming trends while maintaining strong community engagement.

** Introduction of Net Promoter Score (NPS)

As part of strengthening its performance framework, the Globe Theatre Trust Board is introducing Net Promoter Score (NPS) as a qualitative measure of audience experience.

NPS is an internationally recognised metric that assesses audience advocacy through a single question:

" How would you rate the Globe Theatre as a venue?"

Respondents rate their likelihood on a scale from 0 to 10 and are categorised as:

- **Promoters (9–10)** – highly satisfied and likely to recommend
- **Neutrals (7–8)** – satisfied but less enthusiastic
- **Detractors (0–6)** – unlikely to recommend

The Net Promoter Score is calculated by subtracting the percentage of Detractors from the percentage of Promoters, producing a score between -100 and +100.

While attendance, usage, and participation numbers measure activity levels, NPS provides insight into:

- Audience satisfaction and perceived quality
- Likelihood of repeat attendance
- Strength of community advocacy
- Overall audience experience

The introduction of NPS represents an enhancement to the Trust's performance measures and reflects a commitment to monitoring not only the volume of activity delivered, but the quality of experience provided.

By tracking NPS annually, the Trust can identify trends, inform programming and service improvements, and demonstrate accountability to stakeholders for maintaining a high standard of audience engagement.

Forecast financial statements

Statement of financial performance for the years ended 30 June 2027, 2028 & 2029

	Actual 2025	Forecast 2026	Indicative 2027	Indicative 2028	Indicative 2029
Revenue					
Donations, fundraising and other similar income	126,026	2,550	25,000	25,000	25,000
Council funding	184,781	188,922	193,078	199,063	205,234
Investment income	10,410	9,859	7,560	7,938	8,335
Sales of Goods and Services	221,143	308,902	277,370	291,239	305,800
Total Revenue	542,361	510,233	503,008	523,240	544,369
Expenditure					
Costs related to providing goods and services	71,562	80,148	86,225	90,536	95,063
Administration and Overhead Costs	54,302	65,825	65,400	68,670	72,104
Employee, Trustee and Contractor Costs	192,113	204,925	207,900	218,295	229,210
Other Expenses	49,206	47,742	65,324	68,590	72,020
Depreciation	57,187	67,128	66,000	55,000	55,000
Total Expenditure	424,370	465,768	490,849	501,091	523,396
Net surplus/(Deficit)	117,991	44,465	12,159	22,148	20,973

Statement of financial position for the years ended 30 June 2027, 2028 & 2029

	Actual 2025	Forecast 2026	Indicative 2027	Indicative 2028	Indicative 2029
Assets					
Bank					
Cash and Cash Equivalents	353,355	449,557	521,053	589,801	657,875
Total Bank	353,355	449,557	521,053	589,801	657,875
Current Assets					
Accounts Receivable	1,481	2,500	2,800	3,100	3,300
Stock On Hand	3,313	4,988	4,500	4,750	5,000
GST Receivable	964	0	0	0	0
Total Current Assets	359,113	457,044	528,353	597,651	666,175

Fixed Assets					
Property, Plant and Equipment					
Value of equipment purchased	842,711	990,530	1,000,530	1,010,530	1,020,530
Less accumulated depreciation	-645,925	-713,053	-779,053	-834,053	-889,053
New Capital purchase	147,819	10,000	10,000	10,000	10,000
Total Property Plant and Equipment	344,605	287,478	231,478	186,478	141,478
Total Fixed Assets	344,605	287,478	231,478	186,478	141,478
Total Assets	703,718	744,522	759,831	784,129	807,652
Liabilities					
Current Liabilities					
Accounts payable	10,348	10,500	10,800	11,100	11,300
Income in advance	51,577	50,000	52,000	53,500	55,000
Accrued Expenses	9,110	9,500	10,000	10,000	10,500
PAYE Payable	7,174	5,000	5,150	5,300	5,450
Total Creditors & Other Payables	78,208	75,000	77,950	79,900	82,250
Employee Costs Payable					
Holiday pay liability	16,621	16,000	16,000	16,000	16,000
Wages accrual	4,731	4,500	4,600	4,700	4,800
Total Employee Costs Payable	21,352	20,500	20,600	20,700	20,800
Unused Grants/Donations with conditions					
Grants/Donations	342	1,000	1,100	1,200	1,300
Total Unused Grants/Donations with conditions	342	1,000	1,100	1,200	1,300
Total Current Liabilities	99,903	96,500	99,650	101,800	104,350
Non-Current Liabilities					
Non-Current Liabilities	258	0	0	0	0
Total Non-Current Liabilities	258	0	0	0	0
Total Liabilities	100,161	96,500	99,650	101,800	104,350
Net Assets	603,557	648,022	660,181	682,329	703,302

Statement of changes in accumulated funds for the years ended 30 June 2027, 2028 & 2029

	Actual 2025	Forecast 2026	Indicative 2027	Indicative 2028	Indicative 2029
Opening balance as at 1 July	485,566	603,557	648,022	660,181	682,329
Surplus/(Deficit)	117,991	44,465	12,159	22,148	20,973
Balance at 30 June	603,557	648,022	660,181	682,329	703,302

Statement of cashflow for the years ended 30 June 2027, 2028 & 2029

	Actual 2025	Forecast 2026	Indicative 2027	Indicative 2028	Indicative 2029
Cash Flows from Operating Activities					
Donations and Fundraising	128,008	2,550	25,000	25,000	25,000
Receipts from Council grants	184,781	188,922	193,078	199,063	205,234
Receipts from sale of goods and services	210,063	306,964	279,170	292,539	307,200
Interest Received	10,410	9,859	7,560	7,938	8,335
Payments to Suppliers & staff	-365,368	-402,799	-423,311	-445,791	-467,696
Goods and Services Tax (net)	23	964	0	0	0
Net Cash Flows from Operating Activities	167,917	106,461	81,497	78,748	78,073
Cash Flows from Investing Activities					
Purchase of Fixed Assets	-147,819	-10,000	-10,000	-10,000	-10,000
Repayment of Non-Current Liabilities	-1,551	-258	0	0	0
Net Cash Flow from Investing Activities	-149,370	-10,258	-10,000	-10,000	-10,000
Net Increase/(Decrease) in Cash and Cash Equivalents	18,547	96,202	71,497	68,748	68,073
Cash and Cash Equivalents at the start of the Year	334,807	353,355	449,557	521,053	589,801
Cash and Cash Equivalents at the End of the Year	353,355	449,557	521,053	589,801	657,875

MEMORANDUM

TO: Arts, Culture & Heritage Committee

MEETING DATE: 18 March 2026

TITLE: Te Manawa Museums Trust: Six-Month Report 1 July - 31 December 2025 and Draft Statement of Intent 2026-29

PRESENTED BY: Sarah Claridge, Governance Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATION TO ARTS, CULTURE & HERITAGE COMMITTEE

- 1. That Council receive the Six-Month Performance Report 1 July - 31 December 2025 (Attachment 1) submitted by Te Manawa Museums Trust.**
 - 2. That Council receive the draft Statement of Intent 2026-29 (Attachment 2) submitted by Te Manawa Museums Trust.**
 - 3. That Council agree that the recommended comments on the draft Statement of Intent 2026–29 outlined in Table 4 be advised to Te Manawa Museums Trust.**
-

1. ISSUE

- 1.1 Te Manawa Museums Trust (Te Manawa) has delivered its six-month report 1 July - 31 December 2025 and draft Statement of Intent (SOI) 2026-29. This report includes analysis of both documents, which are appended to this memorandum.
- 1.2 The purpose of this report is to provide an opportunity for Council to give feedback to the Te Manawa Board on their draft SOI.
- 1.3 Under the Local Government Act 2002 (LGA), when preparing the final SOI, a Council Controlled Organisation (CCO) must consider any comments made on the draft by the Council, prior to delivering a final SOI by 30 June.

2. BACKGROUND

- 2.1 Te Manawa is a CCO, which was set up to manage the Te Manawa Museum. A CCO is an organisation in which Council has the right to appoint at least 50% of the trustees and must work towards Council's objectives on its behalf.

- 2.2 Six-month performance reports allow Council to track a CCO’s progress against their SOI and the Council’s objectives for the CCO. This six-month report covers the first six months of the SOI 2025-2028.
- 2.3 The Council is required by the LGA to regularly undertake performance monitoring of its CCOs. Council is required to evaluate:
 - the contribution of each CCO to the Council’s objectives for the CCO,
 - the desired results set out in the SOI; and
 - the overall aims and outcomes of the Council based on the six-month reports.

3. COUNCIL OBJECTIVES FOR TE MANAWA 2025-2028

- 3.1 It is good practice for a shareholder of a CCO (ie. Council) to outline what it expects of its CCO, and to clarify the roles and responsibilities of the CCO Board and Council in a Statement of Expectations (SOE).
- 3.2 In September 2024, Council agreed a three-year Statement of Expectations (SOE) 2025-2028 for Te Manawa. The SOE aligns with the objectives from Council’s Oranga Papaioea City Strategy and strategic plans, in particular the Arts Plan and the Heritage Plan. A new three-year SOE will be agreed in September 2027, once the Council’s strategies and goals have been set as part of the Long-Term Plan process.
- 3.3 Council’s priorities under the Arts and Heritage Plans for Te Manawa are below:

For the Arts Plan:

Objective 1: Provide and support cultural facilities

Te Manawa is a central city museum, art gallery, and science centre for the wider region.

Objective 2: Support community arts initiatives and organisations

The value of the arts is evident in our cityscape. There is support for local arts organisations and creative initiatives.

Objective 3: Provide, fund, and support city and community events

There is a variety of local city and community events and festivals throughout the year. Communities have opportunities to share and celebrate their cultural identity and interests. New and developing events attract and engage new audiences.

For the Heritage Plan:

Objective 1: Promote, protect, celebrate, and share knowledge of local history

City communities have opportunities to see and learn about the various threads of Palmerston North’s history. This includes the history of Rangitāne o Manawatū, and social history including, for example, the development of the cityscape, military,

education, sport, medical and railway heritage, and the stories of the many and diverse communities who live here.

Objective 2: Support Rangitāne o Manawatū in their role as kaitiaki of their historic heritage places

Rangitāne o Manawatū identifies projects and initiatives of greatest priority. Council works with Rangitāne o Manawatū in support of shared and agreed outcomes to promote community wellbeing.

3.4 Te Manawa has incorporated these objectives into their key performance indicators which are grouped as:

- Innovative experiences that engage visitors;
- Enhanced Learning and Development; and
- A collaborative and future focused organisation.

4. PERFORMANCE FOR THE SIX MONTHS JULY TO DECEMBER 2025

4.1 Highlights from Te Manawa’s Six-Month Report (Attachment 1) include the following:

- Delivered 71 staffed tours, workshops and community activities to the public which is a considerable increase on the 57 in 2024/25.
- Appointed a dedicated staff member to assist with funding applications; have been successful in four grant applications for the Science Centre redevelopment totalling \$1.25M in pledges.
- Completed a full policy review (page 9) to ensure the Collections Policies align with Museums Aotearoa's guidelines and code of ethics, and consulting with Rangitāne on Māori taonga.

4.2 Table 1 shows Te Manawa’s six-month performance against its annual target. Te Manawa is tracking well against most of its performance measures.

	Annual Target 2025-2026	6- month performance as at 31/12/25	% of annual target at 6 month mark	Comments
Visitor Numbers	132,300	80,469	61%	On Track
Online Engagement	104,900	81,152	77%	On Track
External Revenue Target including Science Centre	\$1,871,783	\$331,907	18%	Likely to achieve
External Revenue Target Science Centre Only	\$1,008,697	\$0	0%	Likely to achieve - full amount has been pledged but no money transferred yet.
Visitor Satisfaction	95% - Good/Very Good/Excellent	96%	N/A	on Track

Funds of (\$1.75M) to achieve the target for the External Revenue Science Centre only has been pledged but has not been paid into Te Manawa’s accounts yet. Payment will occur according to the requirements of each grant funder.

Any funds received for the Science Centre this year, would also contribute towards achieving the “External Revenue Target including Science Centre”.

Table 2 compares Te Manawa’s results for the last 3 years.

Table 2: Comparing the first six months of the financial years 2023, 2024 and 2025

Measure		YTD 31 Dec 2023	YTD 31 Dec 2024	YTD 31 Dec 2025	3 Year Trend
Visits to Te Manawa	Actual	84,401	80,860	80,469	→
	Target*	65,000	65,500	66,150	
External revenue (\$)	Actual	290,037	\$397,619	331,907	→
	Target*	255,125	\$334,100	935,892 [^]	
Visitor satisfaction (TM surveys)	Actual	98%	98%	96%	→
	Target	95%	95%	95%	

*Target is for the six-month mark

[^] External Revenue Target including Science Centre or 431,542 excluding the science centre

- 4.3 It is pleasing to see the external revenue figure remain comparative on previous years, and to hear about progress in this area, particularly the work done to identify potential sponsors and progress the Revenue Strategy.

Financial Analysis for the six-month period

- 4.4 Following Council agreeing Te Manawa’s SOI 2025-27 in June 2025, the Te Manawa Trust Board found “a number of areas in their SOI that differed from what they intended; most notably the budget for the Science Centre not being separated in all areas.” The Trust Board has endeavoured to correct their accounts by showing an additional column ‘revised budget 25/26’ alongside ‘budget 2025/26’ which is the original budget agreed in the SOI 2025-27. For the purposes of Table 3, Officers have used the ‘budget 25/26’ figures.
- 4.5 The Trust reported a surplus of \$11,831, as opposed to a budgeted surplus of \$692,906, which is an unfavourable variation of \$681,075. This is because expected ‘other grants’ are below budget, and Te Manawa has yet to receive any Science Centre funding from external parties.
- 4.6 Officers note the significant reduction in Term Investments which is primarily being used to fund the capital development (Science Centre). Additionally, Officers note Te Manawa’s current assets are lower than current liabilities (negative current ratio). This is expected to improve upon receipt of external funds noted in 4.3 above but does highlight that Te Manawa will need to manage its cash and investments carefully until the funding is received.

Table 3: Summary of Financial Information for Six-Month Report

	July – December 2025			July – December 2024	
	Actual	Budget	Variance Favourable/ (Unfavourable)	Actual (unaudited)	Variance* Favourable/ (Unfavourable)
Financial Performance					
PNCC Grants	2,012,028	2,012,028	0	1,916,799	95,229
Total Revenue	2,318,820	3,020,880	(702,060)	2,285,827	32,993
Total Expenses	2,306,989	2,327,974	20,985	2,227,705	(79,284)
Net Surplus (Deficit)	11,831	692,906	(681,075)	58,122	(46,291)
Financial Position					
Current Assets	383,693	544,340	(160,647)	231,099	152,594
Total Assets	23,430,704	24,107,218	(676,514)	22,054,200	1,376,504
Current Liabilities	768,861	948,697	179,836	636,057	(132,804)
Total Liabilities	768,861	948,697	179,836	636,057	(132,804)
Net Assets	22,661,843	23,158,521	(496,678)	21,418,143	1,243,700
Equity	22,661,843	23,158,521	(496,678)	21,418,143	1,243,700
Cash Flows					
Total Net Cash Flows	101,912	170,045	(68,133)	(1,423)	103,335
Opening Cash	113,371	539,110	(425,739)	419,203	(305,832)
Closing Cash	215,283	709,155	(493,872)	417,780	(202,497)

*when compared to the same period 12 months ago

5. DRAFT STATEMENT OF INTENT 2026-2029

5.1 The Board has presented a draft SOI (Attachment 1) that aligns with Council’s strategic direction and addresses the Statement of Expectations, as outlined in Table 4 below.

Table 4: Comparison of Te Manawa’s SOI with Council’s Statement of Expectation

Objectives from Council’s Statement of Expectation	Te Manawa’s Draft SOI 2026-29	Comments + Recommendations for Final SOI 2026-29
Contribute towards specific actions in the Arts Plan and the Heritage Plan and align activities to Council’s overall vision, goals, and Oranga Papaioea City Strategy.	Included: Te Manawa’s contribution to Council’s strategic goals, and Arts and Heritage Plans are detailed on page 9.	Meets Expectation.
Focus on developing and growing use of and access to collections.	Included: Outlined in Objective 1; actions include: <ul style="list-style-type: none"> • Working with Rangitāne to weave Te Ao Māori into the rejuvenation of the Te Rangi Whenua gallery • Promote the Peter Bush Collection for visitor engagement, both onsite and online • Continue to promote and add to Collections online • Develop and deliver a programme of exhibitions that reflect and engage local communities. 	Meets Expectation.
Focus on attracting visitation and third-party investment.	Included: as part of the foreword on page 4. Objective 1 (page 10) explains how Te Manawa aims to attract visitors using creative marketing and digital engagement. A range of actions to attract different communities to the	Meets Expectation.

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2026-29	Comments + Recommendations for Final SOI 2026-29
	<p>museum are listed under Objective 1. Actions include:</p> <ul style="list-style-type: none"> • Delivering a programme of balanced, exciting, and frequently changing exhibitions; aligning attractions to support Council's cultural events • Engaging visitors with on-site activities and public programmes based around cultural celebrations. <p>Actions to attract external funding include:</p> <ul style="list-style-type: none"> • Seek external revenue to assist in cost of delivering the education programme (Objective 2) • Collaborate with founding societies on initiative to grow support and generate revenue (Objective 3) • Maintain efforts to secure external revenue against strategic targets (Objective 3) • Manage the copyright and licensing of the Peter Bush archive to develop merchandise (foreword page 4). <p>'Visitor Numbers' and External Revenue are also performance measures.</p>	
<p>Develop performance measures that demonstrate performance. To include increasing</p>	<p>Included: The draft SOI lists 4 performance measures (page 11). External revenue targets are given inclusive of and excluding</p>	<p>With the Science Centre forecast to open in early 2028, visitor targets may need to be reviewed for 28/29.</p>

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2026-29	Comments + Recommendations for Final SOI 2026-29
patronage numbers.	the Science Centre project.	
Outline approach to good governance practices, financial sustainability, and environmental sustainability.	<p>Included:</p> <p>Good governance practices The Board has listed in its approach to governance (page 8): to 'encourage and maintain diversity in all elements of its organisation'.</p> <p>An action in Objective 3 is to Work with PN City Council to reflect the diversity of Palmerston North in its Board.</p> <p>Financial sustainability practices Mentioned in the foreword, especially in relation to making Te Manawa future proof "embedding new systems in our operations to help improve our efficiency and sustainability in the face of technological changes" and in objectives in reference to securing external funding or exploring new revenue streams, eg. merchandise.</p> <p>Environmental sustainability Success around reduced energy consumption (foreword). Actions are discussed in Objective 3; these include:</p> <ul style="list-style-type: none"> • Reduce paper use • The Science Centre to demonstrate sustainable delivery whenever possible • Continue to seek the use of renewable energy to complement existing consumption. 	<p>Meets Expectation for Governance, Environmental and the intention to be financially sustainable.</p> <p>In terms of Financial Sustainability, Te Manawa's draft SOI includes the intention to operate in a financially sustainable way – however, their current cash and term investment position is reducing. The pledges from external funders would improve this risk once received.</p>
Outline your approach to	Included: Acknowledged in the	Meets Expectation.

Objectives from Council's Statement of Expectation	Te Manawa's Draft SOI 2026-29	Comments + Recommendations for Final SOI 2026-29
<p>upholding the mana of Te Tiriti o Waitangi including working in partnership with Rangitāne o Manawatū (see page 7 of the Oranga Papaioea City Strategy).</p>	<p>foreword.</p> <p>Several objectives and actions refer to collaborating with Rangitāne and Māori to develop exhibitions and to increase the presence of Te Ao Māori across all galleries.</p> <p>Under How we Operate (page 16) Te Manawa states: "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".</p>	

<p>Outline approach to engaging with and enabling participation by under-represented communities¹.</p>	<p>Included: Action under Objective 1: Explore Collaborative opportunities with at least one less-represented community (one annually).</p>	<p>Meets Expectation.</p>
<p>Collaborate with Council on the development of the Civic and Cultural Masterplan and to resolving earthquake prone building issues.</p>	<p>Included: Mentioned as an activity in Objective 3: "Work with PN City Council and external funders towards a new purpose-built, energy efficient Te Manawa complex."</p>	<p>Meets Expectation.</p>
<p>Manage existing collections and any potential donations to ensure every collection item is housed in optimum conditions.</p> <p>Demonstrate how:</p> <ul style="list-style-type: none"> the collecting goals of 	<p>Included: Under Objective 3:</p> <p>Actions include:</p> <ul style="list-style-type: none"> Inform Council about the Acquisitions Policy and how potential donations of heritage items are managed (26/27). Host back of house tours for 	<p>Te Manawa has provided the Acquisitions Policy to be shared with Elected Members.</p>

¹ Under-represented communities means – Māori, Pasifika, minority ethnic groups, former refugees, people with disabilities, children and young people, older people and Rainbow communities.

<p>the museum and other collections-related policies take account of collections sustainability, and current and long-term storage requirements;</p> <ul style="list-style-type: none"> items acquired for the collection or accepted on long-term loan fall within the Acquisitions Policy of the museum or gallery and that Te Manawa can provide adequately for their physical protection, care, and documentation. 	<p>Councillors and Council Officers to demonstrate storage, care and preservation of the collection.</p> <ul style="list-style-type: none"> Continue to work with PN City Council to mitigate the risks and challenges with hosting exhibitions in the Art Gallery. 	
<p>Strategic Partnerships strengthening the partnership with the New Zealand Rugby Museum; working with Te Manawa’s founding trusts to address shared objectives; working with the Heritage Reference Group during the establishment phase.</p>	<p>Included: New Zealand Rugby Museum The strengthening relationship is explained in How we Operate (page 16). Founding Societies Te Manawa to collaborate with founding societies to grow support and general revenue (Objective 2). Heritage Reference Group Action in Objective 3 – to continue to provide staff support, participation and professional museum expertise.</p>	<p>Meets Expectation.</p>
<p>Financial</p>	<p>Negative Working Capital – Te Manawa unable to meet current liabilities from 2026-2029.</p>	<p>Recommendation Te Manawa to review its budget to ensure a positive working capital is achieved annually.</p>

Financial Commentary

- 5.2 Revenue is forecast to increase and then decrease over the next few years due to monies being sourced to fund the redevelopment of the new Science Centre. The Science Centre is contingent upon receiving funding of \$1.75M through grants and sponsorship. It is scheduled to open in 2028.
- 5.3 Council’s operational grant remains the main source of revenue for the Trust.

Table 5: Te Manawa’s SOI Summary Financials

	Budget	SOI		
Summary Financials	25/26	26/27	27/28	28/29
Financial Performance				
PNCC Grant	4,024,056	4,217,987	4,348,745	4,483,556
Total Revenue	5,895,839	6,617,523	6,635,530	5,904,016
Total Expenses	4,451,397	5,273,640	5,533,790	5,982,640
Net Surplus (Deficit)	1,444,442	1,343,883	1,101,740	(78,624)
Financial Position				
Current Assets	544,340	245,860	459,820	479,360
Total Assets	24,107,218	23,370,795	26,423,735	26,600,852
Current Liabilities	948,697	885,000	1,028,000	870,000
Total Liabilities	948,697	885,000	1,028,000	870,000
Equity	23,158,521	22,485,795	25,395,735	25,730,852
Cash Flows				
Total Net Cash Flows	(123,246)	(23,600)	190,000	25,000
Opening Cash	539,110	218,600	195,000	385,000
Closing Cash	415,864	195,000	385,000	410,000
Financial Indicators				
Current Ratio	0.57	0.28	0.45	0.55
Working Capital	(404,357)	(639,140)	(568,180)	(390,640)

- 5.4 It is not ideal to have a current ratio of less than 1 and negative working capital, as this indicates issues meeting short-term obligations.
- 5.5 Te Manawa currently has enough funds available in cash and investments (term deposits of \$630k) to cover its 2025/26 short-term liabilities. However, in 2026/27, forecast cash (\$195k) and investments (\$220k) do not cover forecast current liabilities (\$949k). Officers note that this creates a liquidity risk for Te Manawa if it were required to pay its current liabilities. As a result, Te Manawa will need to carefully manage its cashflow over this period and consider any opportunities to increase its cash reserves.

6. NEXT STEPS

- 6.1 Any Council comments on the draft SOI will be communicated in writing to Te Manawa.
- 6.2 Te Manawa will deliver their final SOI to the Arts, Culture & Heritage Committee on 17 June 2026.

7. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do, they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 2: He tāone whakaihihi, tapatapahi ana Goal 2: A creative and exciting city	
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirautanga hihiri 14. Governance and Active Citizenship Plan The objective is: To support CCOs to achieve the objectives of the Governance and Active Citizenship Plan.	
Contribution to strategic direction and to social, economic, environmental, and	Receiving the six-month report allows the Council to have oversight against the previously agreed SOI.

cultural well-being	Providing comments on the draft Statement of Intent is a mechanism for the Council to provide guidance and direction to Te Manawa Museums Trust Board.
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ATTACHMENTS

1. Te Manawa Mueums Trust- Six Month Report 1 July- 31 December 2025
[!\[\]\(3597484a99bd380d5d36f5a55fa482e8_img.jpg\) !\[\]\(2a05291db8873c0e77597490da276484_img.jpg\)](#)
2. Te Manawa Museums Trust- Draft Statement of Intent 2026-2029 [!\[\]\(f54b0b6da3657ab1e6df9995e205a650_img.jpg\) !\[\]\(9747daf84ffd19acce00ef03c82cc892_img.jpg\)](#)

6

He Pūrongo Pae Wehe

Six Month Report Against
the Statement of Intent

1 July – 31 December 2025
TE MANAWA MUSEUMS TRUST



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.



The 6-month report encompasses activity undertaken in the period 1 July – 31 December 2025 and reports against agreed objectives as specified in the annual Statement of Intent.

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

Strategic objectives:

1. Innovative experiences that engage visitors
2. Enhanced learning and development
3. A collaborative and future-focused organisation

Baseline progress:

Performance Measures	25/26 Target	Status	Percentage
Visitation Baseline (Physical visits to the Te Manawa complex)	132,300	80,469	61%
Online engagement	104,900	81,152	77%
External Revenue Target - includes Science Centre	\$1,871,783 ¹	\$331,907	18% ²
External Revenue Target – Science Centre grants only	\$1,008,697	\$0	0% ³
Visitor Satisfaction	95%	96%	101%

¹ External Revenue *excluding* the Science Centre was previously reported as \$863,086. The intended amount was \$689,364. This reporting discrepancy only exists in the SOI and is discussed further in the financial section of this report. The percentage we have reached when calculated from \$689,364 is 48%. Therefore, we are meeting our intended external revenue target.

² External Revenue *excluding* the Science Centre is 38%.

³ So far, \$1.25m of external funding has been committed, and we are currently working through funder requirements. We expect to be in a position to fully confirm these commitments by the end of the financial year.

1. Innovative experiences that engage visitors

Performance Measure	Status	Comments
Continue to grow partnership with mana whenua to support Rangitānenuiarawa.	Ongoing	Iwi members part of Science Centre Project Team and Steering Group, with Te Kāhui Rangatira group ensuring Rangitāne o Manawatū iwi and hapū are given regular updates on the progress of the project.
Work with Rangitāne to weave Te Ao Māori into the Science Centre development.	Ongoing	Iwi members involvement as part of Science Centre Project Team Steering Group, with Te Kāhui Rangatira group ensuring Rangitāne o Manawatū iwi and hapū are given regular updates on the progress of the project.
Continue to engage with and enable participation by the city's less-represented communities (NOA programme, MIAB, Tamariki exhibition space).	Ongoing	Partnered with Manawatū Multicultural Council on learning programmes (Sunlight: 1 Jul, Printing: 3 Jul and Bead Mosaics: 2 Oct) plus neurodiversity support given to Community Learning Hub Welcome Session, (17 Jul).
Support PNCC Cultural Events eg: Waitangi Day, Diwali, Chinese New Year.	Ongoing	No activity to report this period.
Engage visitors with on-site activities and public programmes based around cultural celebrations such as Matariki and Local History Week/Heritage Month.	Ongoing	Ron Te Kawa art workshop, school holiday programme (11 Jul).
Continue the establishment of Te Manawa's ongoing Science Function through Stage One - the education space. Funding dependent.	Ongoing	Education space scheduled to begin in March 2026, supported by PNCC and the TG Macarthy Trust.
Identify partnership opportunities for ongoing funding and collaboration.	Achieved	Donor ID session for Science Centre & establishment of Fundraising Group. Dedicated staff member appointed (Dec) to assist with funding and grant opportunities and applications.

<p>Develop and implement at least two public programmes related to our collection.</p>	<p>Ongoing</p>	<p>Back of House tours (Lady Bits – 25 Sep and Christmas – 30 Nov)</p> <p>Matthew McIntyre, Warren Warbrick and Cassandra Archer – Taonga Tuku Iho, show & tell feat. TM collection items (Dec)</p>
<p>Continue to promote and add 1000 items to Collections Online.</p>	<p>Achieved</p>	<p>1,709 items added since 1 July 2025 - a total of 12,837 collection objects now viewable online. (includes 3021 items from Peter Bush Archive).</p> <p><i>(2024–2025: 3919 items added to collections online.)</i></p>
<p>Develop and deliver one experience that engages visitors with the Peter Bush Collection both onsite and online.</p>	<p>Achieved</p>	<p>Peter Bush exhibition <i>Out in the Field</i> opened in Dec with links to the digital archive online at www.peterbush.co.nz</p>
<p>Develop and deliver a balanced, exciting and frequently changing programme of exhibitions that reflect and engage local communities and the provide appeal to visitors from outside the region.</p>	<p>Ongoing</p>	<p>Exhibitions that have opened this period are:</p> <ul style="list-style-type: none"> • Toloa Tales • Embroiderers' Guild • He momo nā te whānau – It's a fam trait Aotearoa Jewellery Triennial • Whiria Ngā Wawata TWOA • Feathers, Fur & Bone: Fashionable Animals (collection based) • Tātaitanga Matatau • Brent Harris: Home and Back Again (inc collection items) • Santa's Cave • Peter Bush: Out in the Field (collect based) <p><i>(2004 – 2005: 18 Exhibitions opened)</i></p>

2. Enhanced learning and development

Performance Measure	Status	Comments
Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer.	Ongoing	Working with Ministry of Education guidelines and criteria to review programmes - including Time Traveller programme to better fit with the history curriculum and working with the draft science curriculum to inform changes to hands-on science programmes.
Provide free education programmes to local schools.	Ongoing	39 programmes delivered free to local schools (a total of 64 learning programmes delivered this period). <i>(2004–2005: 84 programmes offered to school groups.)</i>
Seek external revenue to assist in cost of education programmes.	Ongoing	Ministry of Education ELC funding
4,000 students will participate in Te Manawa Learning programmes.	Ongoing	1,898 students have participated in learning programmes this period (ELC funded). <i>(2024–2025: 1,930 students have participated in ELC funded learning programmes – same period last year)</i>
Deliver at least 20 staffed public programmes.	Achieved	71 public programmes delivered including school holiday programmes, tours, workshops, exhibition openings and community activities. <i>(2024–2025: 57 staffed public programmes delivered.)</i>
Develop at least one educational opportunity in partnership with another organisation.	Achieved	2 x School Holiday Programmes delivered July 2025 Sunlight Science Workshop + Printmaking Workshop

3. A collaborative and future-focused organisation

Performance Measure	Status	Comments
Demonstrate continued commitment to the principles Te Tiriti o Waitangi.	Ongoing	Rangitāne o Manawatū involvement in Science Centre development. <i>Whiria Ngā Wawata</i> Te Wānanga o Aotearoa exhibition in Te Rangi Whenua gallery (20 Sep 2025-22 Feb 2026). Mātauranga Māori learning programmes ongoing.
Continue collaborations to bring experiences to Te Manawa that explore and reflect Te Ao Māori themes.	Ongoing	Rangitāne o Manawatū involvement in Science Centre development. <i>Whiria Ngā Wawata</i> Te Wānanga o Aotearoa exhibition. Taitanga Matatau Massey University Māori Visual Arts exhibition (8 Nov 2025-22 Feb 2026).
Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.	Achieved	Regular reporting and feedback to PNCC helps communicate the needs and priorities of the organisation, with desired skills, to help ensure appropriate and considered appointments are made. Council make the final decision on appointments.
Undertake at least one Oral History project.	Ongoing	Working with the Museum Society to identify interviewees and establishing protocol for digital recordings storage for ongoing care and posterity.
Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.	Ongoing	<i>Whiria Ngā Wawata</i> Te Wānanga o Aotearoa exhibition and opening function. Two Weaving Demonstration in gallery and main foyer: <i>Whiria Ngā Wawata</i> led by artists from Te Wānanga o Aotearoa.

		Taitanga Matatau Massey University Māori Visual Arts exhibition and opening function and artist talks.
Collaborate with founding societies on one new initiative with each to grow support for Te Manawa and generate donations.	Ongoing	Science Centre Inc: Science Centre project consultation and advisory. Museum Society: Digital interviews, Oral Histories. Art Society: Collaboration on public programmes and retail offering in Art Gallery.
Continue to strengthen relationship with NZRM through the Peter Bush archive project and related activities.	Achieved	Peter Bush archive – Fred Dagg auction, NZRM volunteers help with image identification.
Implement the Te Manawa Revenue Strategy with a focus on philanthropic and sponsorship contributions against strategic targets, such as a sustainable Science Centre development.	Achieved	Fundraising hui for Science Centre held 3 December, included senior staff, Trustees and Steering Group members. Funding HQ coaching workshops for senior and finance staff. Dedicated staff member appointed (Dec) to assist with funding and grant opportunities and applications. Four successful funding grant applications made since 1 July. External revenue pledges/commitments made of \$1.25M toward the project from funders.
Continued commitment to environmental sustainability.	Ongoing	Continued onboarding with Tiaki Promise (Tourism New Zealand) and maintaining of Gold Qualmark endorsement). Paper Towel recycling and green waste composting programmes in place. The addition of manual temperature controls for meeting rooms and venues has reduced energy

		consumption in the Museum Building by 24%
		Sunlight exhibition highlights renewable energy in exhibition – solar power.
Consolidate paper-light ways of working and further reduce paper use.	Ongoing	Paper use reduced by 40% when compared to last year's 6-month results.
Increase use of sustainable products in the development and delivery of exhibitions.	Ongoing	Re purposing exhibition furniture and materials where practical, this has been done in <i>Brent Harris: Home and Back Again</i> , <i>Toloa Tales</i> ; <i>Whiria Ngā Wawata Te Wānanga o Aotearoa</i> and <i>Taitanga Matatau</i> .
Work with PNCC and external funders towards a new, purpose-built, energy efficient and sustainable Te Manawa complex.	Ongoing	Continued discussions have been held as Te Manawa participates as part of the steering group for the Civic & Cultural Precinct.
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.	Ongoing	Report has been supplied to PNCC, awaiting feedback.
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.	Achieved	Hosted 18 Palmerston North City Councillors on 31 Oct for a general tour including back of house spaces.
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.	Achieved	Full policy review complete, with some information transferred to revised Standard Operating Procedures as a result of the review. Consulting with iwi over collections care of taonga Māori.
Support the Heritage Reference Group during the establishment phase through providing staff advice, participation and professional Museum expertise.	Ongoing	Heritage curator attends meetings of the group

Te tāhua Finance

For the SIX months ended 31 December 2025

Contents

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6. Balance Sheet	13
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Introduction to reports:

The Trust continues to face a challenging economic environment in which grants and sponsorship are difficult to obtain, and expenses are steadily increasing. Despite this, our 6-month report displays a mindful approach to spending and a greater commitment to expanding our revenue-generation opportunities (as can be seen in the Income Statement – Commercial Revenue line). Further, the Trust's recent dedication to actively setting aside funds each month for large projects is already seeing returns through improved financial stability and security.

Science Centre Project

\$1.75 million has been pledged/committed to the project by external funders, however this has not yet been reflected in funds received. Spending on the project is in accordance with the Trust's overall budgeted commitment of \$950,000 of Te Manawa funds.

Statement of Financial Performance – Income Statement

The Statement of Financial Performance represents a summary view of the categories of income and expenditure of the Trust compared to budget for the six-month period. The \$11,831 actual surplus compared to the budget surplus of \$692,906. However, if the Science Centre budgeted revenue is 'removed' from the budget the Trust was anticipating a deficit of \$30,790 for this period.

One item of note in the Actuals to Dec 25 is the Depreciation & Amortisation. This item was budgeted to be less than half of the Actual to Dec 25. The Trust has re-forecasted accordingly, and future financial years' projected depreciation have been evaluated carefully as is reflected in our Statement of Intent. Current forecasts indicate that the Trust will end FY25/26 with a small surplus (when the Science Centre Project is excluded), and this is in line with our budget for the year. It is difficult to determine at this time what the surplus will be when the Science Centre is included, given the complexities of navigating funder relationships and grant applications.

Statement of Financial Position – Balance Sheet

The Statement of Financial Position provides information about the assets, liabilities and equity of the Trust for the current reporting period against last year's position.

Statement of Cash Flows

The Statement of Cash Flows reflects the Trust's cash receipts and cash payments during the period and provides useful information about the Trust's activities in generating cash from operations, investing and financing activities. This period has seen many high-cost invoices paid, and January 2026 to June 2026 is expected to see lower cash outgoings.

Other Information

Other reports have been provided with commentary to supplement the financial information. These include:

Cash and Cash Equivalents	Page 16
Term Investments	Page 16

Statement of Financial Performance: Income Statement

Period 1 Jul 2025 – 31 Dec 2025

	Actuals to Dec 25	Budget to Dec 25	Budget 25/26	Revised Budget 25/26	Actuals to Dec 24 (Unaudited)
Operating Grant (PNCC)	2,012,028	2,012,028	4,024,056	4,024,056	1,916,799
Other Grants	126,520	218,426	404,512	404,512	205,288
Science Centre (Grants, Sponsorship, and Donations)	-	723,696	1,008,697	1,241,089	-
Donations	23,462	17,300	197,557	110,600	18,286
Commercial Revenue	96,862	56,675	96,861	96,861	121,016
Interest Income	7,350	15,000	30,000	30,000	25,416
Sponsorship	650	10,435	192,827	47,392	-
Less Cost of Sales	(25,115)	(32,680)	(58,670)	(58,670)	(28,542)
Gross Profit	2,241,756	3,020,880	5,895,839	5,895,839	2,258,263
Accounting Costs	45,902	43,000	86,000	86,000	-
Advertising & Promotion	22,337	24,550	42,100	42,100	50,842
Exhibition, Curatorial & Collections Costs	50,956	94,030	203,130	203,130	33,641
General Expenses	139,513	171,611	347,576	347,576	249,774
Employee & Labour Expenses	1,714,516	1,730,378	3,232,703	3,232,703	1,549,583
Depreciation & Amortisation	142,566	58,788	136,864	136,864	162,513
Property Expenses	159,263	155,200	310,400	310,400	139,206
Travel & Entertainment	16,940	31,768	55,526	55,526	23,726
Trust Costs	14,655	16,849	33,498	33,498	16,441
Total Expenses	2,306,649	2,326,174	4,447,797	4,447,797	2,225,727
Other Income	77,064	-	-	-	27,564
Other Expenses	340	1,800	3,600	3,600	1,978
Net Surplus/Deficit for the period	11,831	692,906	1,444,441	1,444,441	58,121
Other Comprehensive Revenue and Expenses for the Period	-	-	6,500	6,500	-
Total Comprehensive Revenue and Expenses	11,831	692,906	1,437,941	1,437,941	58,121

Statement of Financial Position: Balance Sheet

Period 1 Jul 2025 – 31 Dec 2025

	Actuals to Dec 25	Budget 25/26	Revised Budget 25/26	Actuals to Dec 24 (Unaudited)
Current Assets				
Cash & Cash Equivalents	215,283	415,864	415,864	113,722
Receivables	6,182	10,000	10,000	21,366
Other Receivables	445	4,584	4,584	10,116
Inventory	21,270	27,590	27,590	26,569
Prepayments	140,512	86,302	86,302	59,326
Total Current Assets	383,693	544,340	544,340	231,099
Non Current Assets				
Investments	220,000	630,432	630,432	684,394
Collections	21,584,157	20,178,512	20,178,512	20,093,844
Fixed Assets	1,242,855	2,753,935	2,753,935	1,044,863
Total Non Current Assets	23,047,012	23,562,879	23,562,879	21,823,101
Total Assets	23,430,704	24,107,218	24,107,218	22,054,200
Current Liabilities				
Creditors	135,043	331,475	331,475	62,551
GST	66,440	112,491	112,491	76,670
Employee Benefit Liabilities	423,576	471,162	471,162	349,836
Revenue Received in Advance	143,802	33,569	33,569	147,000
Total Current Liabilities	768,861	948,697	948,697	636,057
Total Net Assets	22,661,843	23,158,521	23,158,521	21,418,143
Equity				
Reserves	731,553	118,637	118,637	718,637
Asset Revaluation Reserves	11,495,470	10,793,392	10,793,392	10,226,827
Capital Contributions	145,465	145,465	145,465	145,465
Retained Earnings	10,289,355	12,101,027	12,101,027	10,327,214
Total Equity	22,661,843	23,158,521	23,158,521	21,418,143

Statement of Cash Flows

Period 1 Jul 2025 – 31 Dec 2025

	Actuals to Dec 25	Budget to Dec 25	Budget 25/26	Revised Budget 25/26	Actuals to Dec 24 (Unaudited)
Cash Flows from Operating Activities					
Cash was provided from:					
Operating Grant (PNCC)	2,012,028	2,012,028	4,024,056	4,024,056	1,916,799
MDC Grants	20,000	17,217	17,217	17,217	17,217
Other Grants	106,520	201,209	1,307,739	387,295	188,071
Sponsorship	650	10,435	57,826	47,392	-
Other Revenue	140,017	73,975	536,723	207,460	139,704
Interest	16,440	15,000	4,348	30,000	25,416
Science Centre (Grants, Sponsorship, and Other Revenue)	-	723,696	-	1,241,089	-
	2,295,656	3,053,560	5,947,909	5,954,509	2,287,207
Cash was disbursed to:					
Payroll	(1,665,303)	(1,457,183)	(3,103,462)	(3,103,462)	(1,549,955)
Suppliers	(637,370)	(615,961)	(1,231,921)	(1,231,921)	(473,198)
Net Cash Flows from Operating Activities	(7,017)	980,416	1,612,526	1,619,126	264,054
Cash Flows from Investing activities					
Cash was provided from:					
Change in Short Term Investments	454,486	-	-	-	-
Purchase of Fixed Assets:					
Heritage & Art Collections	-	(15,000)	(30,000)	(30,000)	(78,320)
Intangible Assets	(10,705)	-	-	-	-
Exhibitions	-	(65,772)	(65,772)	(65,772)	(82,735)
Furniture & Fittings	-	-	-	-	(40,414)
Plant & Equipment	-	-	(90,000)	(90,000)	(18,389)
Work In Progress	(78,408)	(39,599)	(1,550,000)	(6,600)	(45,619)
Science Centre Development - Work in Progress	(256,444)	(690,000)	-	(1,550,000)	-
Net Cash Flows from Investing Activities	108,929	(810,371)	(1,735,772)	(1,742,372)	(265,477)
Net Increase/(Decrease) in Cash Held					
Cash Held	101,912	170,045	(1,232,446)	(123,246)	(1,423)
Opening Cash Balances	113,371	539,110	539,110	539,110	419,203
Closing Total Cash Balances	215,283	709,155	415,864	415,864	417,780

Reserves

Period 1 Jul 2025 – 31 Dec 2025

Reserves	For the period ended 31/12/2025	Budget 25/26	For the period ended 31/12/2024 (Unaudited)
Endowment Funds	10,874	10,874	10,874
Historic Building Maintenance Reserve	19,081	19,081	19,081
Collection Development Fund	34,381	55,532	55,532
Projects Fund	664,117	30,050	630,050
Other Reserves	3,100	3,100	3,100
	<u>731,553</u>	<u>118,637</u>	<u>718,637</u>

Notes

Period 1 Jul 2025 – 31 Dec 2025

1. Cash and Cash Equivalents

Cash & Cash Equivalents	For the period ended 31/12/24	
	For the period ended 31/12/25	(Unaudited)
BNZ Cheque Account	19,768	12
Westpac Cheque Account	5,293	5,930
Westpac Online Savings Account	184,080	106,032
Westpac Payroll Account	3,754	-
Undeposited Funds	607	2,746
Petty Cash	880	605
Cash Float	900	900
Supplier Payment Suspense	-	(2,504)
Total Cash and Equivalents	215,283	113,722

2. Term Investments

Term Investments	For the period ended 31/12/24	
	For the period ended 31/12/25	(Unaudited)
Term Investment - Westpac 0022	-	206,215
Term Investment - Westpac 0023	-	174,560
Term Investment - Westpac 0024	-	139,904
Term Investment - Westpac 0025	-	163,714
Term Investment - Westpac 0029	100,000	-
Term Investment - BNZ 001	120,000	-
Total Investments	220,000	684,394

Commentary on variances and the revised budget

The Trust has reviewed the budget for the 25/26 financial year, which was set out in the Statement of Intent and found a number of areas that differ from what was intended. In addition, the Science Centre items were not separated out in all areas. Given the scale of the Science Centre Project, the figures significantly skew our results when grouped with non-project revenue and expenditure - splitting them out from BAU increases transparency. The Science Centre Project is also much more prone to timing differences, given that its progression is contingent on external funders. We are confident, given commitments made by major funders, that the variances between actuals and budgeted will be rectified in large part before the end of the financial year.

The only changes that are due to misstatements are points 1, 5 and 7, which then have an impact on their associated totalling line. All the other changes reflected in the revised budget are regarding the reapportionment of the Science Centre into separate lines for the sake of clarity.

Performance Measures:

Component	Trust	Science Centre	Notes
External Revenue Target (Science Centre only)		+232,392	2
External Revenue Target (excluding the Science Centre)	-173,722		3
External Revenue Target (including the Science Centre)		+58,670	1

Income Statement:

Component	Trust	Science Centre	Notes
Donations	-86,957		4a
Sponsorship	-145,435		4b
Science Centre (Grants, Sponsorship, and Donations)		+232,392	2

Cash Flow:

Component	Trust	Science Centre	Notes
Interest	+25,652		5
Other Grants	-920,444		6a
Sponsorship	-10,434		6b
Other Revenue	-329,317		6c
Science Centre (Grants, Sponsorship, and Other Revenue)		+1,241,089	6d
Resulting Net increase to Cash Flows from Operating Activities	+6,600		6e
Work in Progress	+6,600	-1,550,000	7
Science Centre Development - Work in Progress		+1,550,000	7
Resulting Net increase to Cash Flows from Investing Activities	+6,600		8

The increases to operating and investing cancel each other out so there is no change to the Closing Total Cash Balances.

The following changes can be seen in the Trust's performance measures on Page 3 as well as in the income statement on Page 13:

1. The Trust's external revenue target (including the Science Centre) was mistakenly stated as \$1,871,783 instead of \$1,930,453.
2. The external revenue target (Science Centre only) was stated as \$1,008,697 instead of \$1,241,089. This was due to some of the Science Centre revenue being incorrectly allocated to the Trust's operational funding targets in the Statement of Intent.
3. As a result of these two changes, the external revenue target (excluding the Science Centre) has been adjusted from \$863,086 to \$689,364.
4. As a result of the changes in points 1 to 3, as well as the splitting of Science Centre funding, the following associated changes have been made in the Income Statement:
 - a. Donations was \$197,557 and is now \$110,600.
 - b. Sponsorship was \$192,827 and is now \$47,392.

The following changes can be seen in the Trust's Statement of Cash Flows on Page 15:

5. Interest was incorrectly entered as \$4,348 and has now been adjusted to the intended figure of \$30,000.
6. As a result of the changes in points 1 to 3 and point 5, as well as the splitting of Science Centre funding, the following changes have been made:
 - a. Other Grants was \$1,307,739 and is now \$387,295.
 - b. Sponsorship was \$57,826 and is now \$47,392.
 - c. Other Revenue was \$536,723 and is now \$207,406.
 - d. Science Centre (Grants, Sponsorship, and Other Revenue) was not listed and is now listed as \$1,241,089.
 - e. The subtotal for this section was \$5,947,909 and is now \$5,954,509.
 - f. Net Cash Flows from Operating Activities was \$1,612,526 and is now \$1,619,126.
7. Work in Progress mistakenly only showed the Science Centre component in the Statement of Intent. In this report, a new Science Centre Work in Progress line has been created and the Work in Progress line has had \$6,600 added.
8. Net Cash Flows from Investing Activities has been changed as a result from \$1,735,772 to \$1,742,372.

These misstatements only occurred in the Statement of Intent, all other reporting by the Trust has been aligned with the revised budget figures.

As noted in the opening paragraph, the larger changes are a matter of reallocating funds to better demonstrate our intentions regarding the Science Centre project. The variances surrounding the Science Centre are to do with timing differences with respect to external funding.

Notes to Financial Statements

For the year ended 31 December 2025

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), in accordance with the Financial Reporting Act (2013).

The financial statements of the Trust are for the six months ended 31 December 2025 and were approved by the Board of Trustees on 18 February 2026.

BASIS OF PREPARATION

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

Statement of Compliance

The 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 Trust qualifies as a Tier 2 Public Sector Public Benefit Entity (PBE) under the current reporting framework, as it is not publicly accountable and, for the two most recent reporting periods, has had operating expenditures between \$2 million and \$30 million. However, with the updated Charities Services reporting framework introduced in 2024, and given that its expenses are below \$5 million, Te Manawa falls under the Tier 3 reporting framework. The Trust is in discussion with Palmerston North City Council and Audit New Zealand on how to transition.

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.

Functional and Presentation Currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of the Trust is New Zealand dollars (NZ\$).

Standards issued and not yet effective that have been early adopted

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

New or amended standards adopted

2022 Omnibus Amendments to PBE Standards, Issued June 2022

The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. The Trust has adopted the revised PBE standards, and the adoption did not result in any significant impact on the Trust's financial statements.

Other changes in Accounting Policies

There have been no other changes in accounting policies applied by the Trust.

SUMMARY OF 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 categorised 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, with the exception of 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

Short term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL). The Trust applies the simplified ECL model of recognising lifetime ECLs for short-term receivables. In measuring ECLs, short-term receivables have been assessed on a collective basis because they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision is then made based on historical credit issues and adjusted for any expected forward factors specific to individual debtors. Short -term receivables are written off when there are no expectations of recovery such as the debtor being in liquidation or the receivable being more than six months overdue.

Other Financial Assets

Other financial assets are initially recognised at fair value. They are then classified as, and subsequently measured under, the following categories:

- amortised cost:
- fair value through other comprehensive revenue and expense (FVTOCRE): and
- fair value through surplus and deficit (FVTSD).

Transaction costs are included in the value of the financial asset at initial recognition unless it has been designated at FVTSD, in which case it is recognised as surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the Trust's policy for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are "solely payments of principal and interest (SPPI)" on the principal outstanding and is held where the Trust's objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held where the Trust's objective is to collect the contractual cash flows and sell the financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD.

Subsequent measurement of financial assets at amortised cost.

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses (ECL).

Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits.

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.

Any net proceeds earned while bringing an asset into use and relevant costs are recognised in surplus or deficit rather than being deducted from the asset cost recognised.

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 the 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 and Equipment	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 and Heritage Collections assets are revalued to fair value as determined from market -based evidence by an independent valuer. The collections are valued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value, and at least every three years for Art Collection Assets and at least every five years for Heritage Collection assets.

All other asset classes are carried at depreciated historical cost.

Accounting for Revaluations

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

Intangible Assets*Recognition and measurement*

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

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

Software acquisition and development

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

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

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

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

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

Subsequent expenditure

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

Amortisation

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

The estimated useful lives are as follows:

Software	1 to 7 years
Website	3 to 5 years

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

Impairment of property, plant and equipment and intangible assets

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

Value in use for non-cash-generating assets

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

Value in use for cash-generating assets

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

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

For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

Creditors and Other Payables

Short-term creditors and other payables are measured at the amount payable.

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'.

Foreign currency transactions

PBE IPSAS 4.24,32 Foreign currency transactions (including those subject to forward foreign exchange contracts) are translated into NZ\$ (the functional currency) using the spot exchange rate at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

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 that are subject to 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.

Budget figures

The budget figures are derived from the Statement of Intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board of Trustees in preparing these financial statements

Critical Accounting Estimates and Assumptions

In preparing these 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.

Critical Judgements in applying the Trust's accounting policies

There have been no specific areas requiring management or Trustees to exercise critical judgement in applying the Trust's accounting policies for the period ended 31 December 2025.

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Te Ara Hihiri

Statement of Intent

2026/27 – 2028/29
TE MANAWA MUSEUMS TRUST



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Contact details

Address	Te Manawa Museums Trust 326 Main Street 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	Geoffrey Jameson – Chair Peter Te Rangi Terry Hapi Caroline Thum Chris Gallivan Gillian Lawn Simon Barnett Sarah Rusholme
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.

**“Kia whakatōmuri te haere whakamua.
I walk backwards into the future with my eyes fixed on my past.”**

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

Museums of the future are the future of museums. It's well known that Museums house antiquities, cultural artifacts and paraphernalia from bygone eras, but the reasons why are changing.

Our curiosities have, for a long time, affirmed our place in the world and provided a window to the past. They've preserved our stories so that we don't forget where we came from. So that we have a sense of selves, a sense of identity, empathy and community.

History is important because we preserve it for posterity - for the future generations to come. Whether we deliberately set out to do so or not, every one of us plays a part in shaping the future for those to follow – and we do so in the footsteps and brush strokes of those who came before.

“Kia whakatōmuri te haere whakamua.
I walk backwards into the future with my eyes fixed on my past.”

This whakatauki flips our traditional concepts of time around. We think of the past as being behind us, but because it's what we know, it is what we see as we travel into the future – intertwining the known and unknown. It speaks to Māori perspectives of time, where the past, the present and the future are interconnected.

We understand now that what came before helps drive what comes next. This is why we collect and care for our past. Because it's our present and future as well.

Thinking about the future can be challenging. At times it is too far away, and yet it tends to sneak up on us sometimes, too - perhaps that's why we so often feel the need to 'future-proof' ourselves and the things we value.

A major focus for Te Manawa is to future-proof. We've spent the past year embedding new systems in our operations to help improve our efficiency and sustainability in the face of technological change, environmental uncertainty and a challenging economy. This is more than remaining relevant. Responsiveness and resilience are key to our future, too. We're not just future-proofing, we're future-prepping.

We've reduced energy consumption by 25% in the Museum building through investing in new temperature controls for our archives, manual heating activations in venues and meeting spaces and modern lighting in our workspaces.

We've increased collections online listings by more than 4,000 items, and we've archived more than 3,000 works from one of New Zealand's most prolific photojournalists. More than 12,000 collection

objects are now publicly viewable online.

The Peter Bush archive is also a first step in diversifying our revenue. Te Manawa will manage the copyright and licensing for the archive and develop merchandise that supports its ongoing documentation and care.

The recession has had a significant impact on our community, with individuals and businesses cutting back on spending, and there continues to be a nationwide scarcity of funding opportunities. Despite the current economic challenges, however, our strengthened relationships have seen in-kind sponsorship contributions and donations making a real difference to the sustainability, continuity and, importantly, quality of the services that we provide.

We're making bold strides forward in the development of our new Pūtaiao Science & Innovation Centre to replace the *Te Awa* exhibition on the Museum's ground floor and have secured almost two-thirds of the funds needed, with commitments from Central Energy Trust, Science Centre Trust and the TG Macarthy Foundation.

The Pūtaiao Science & Innovation Centre, which will be delivered in two years' time, 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 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.

Our vision for the future is both ambitious and unwavering. We remain dedicated to raising the necessary funds to bring our vision of a new Pūtaiao Science & Innovation Centre at Te Manawa to fruition and are working harder than ever to do so. 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.

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 draft Statement of Intent has considered stakeholder comments 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 hapori tūhonohono, he hapori 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 Manawatū 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

	2026-27	2027-28	2028-29
Visitation Baseline ¹ (Physical visits to the Te Manawa complex)	134,000	135,340	136,700
Online engagement ²	113,300	122,364	132,150

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.

	2026-27	2027-28	2028-29
External Revenue Target (Excluding Science Centre)	\$709,536	\$886,785	\$1,080,460
External Revenue Target (Science Centre only)	\$1,690,000	\$1,400,000	\$340,000
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

2026-27	2027-28	2028-29
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.	Continue to grow partnership with mana whenua to support Rangitānenuiarawa, and the rejuvenation of Te Rangi Whenua gallery.
Increase Te Ao Māori presence across all galleries.	Increase Te Ao Māori presence across all galleries.	Increase Te Ao Māori presence across all galleries.
Explore collaborative opportunities with at least one less-represented community.	Explore collaborative opportunities with at least one less-represented community.	Explore collaborative opportunities with at least one less-represented community.
Support PNCC Cultural Events.	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.
Implement the Business Plan for completion, and ongoing delivery, of the Science & Innovation Centre and related programmes. Funding dependent.	Maintain and enhance Te Manawa's ongoing Science Function through completion of the Science & Innovation Centre and the development of related programmes. Funding dependent.	Maintain and enhance Te Manawa's ongoing Science Function and begin research and development phase for new interactives
Continue to develop partnership and collaboration opportunities.	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.
Continue to maintain, administer and promote the	Continue to maintain, administer and promote the	Continue to maintain, administer and promote the

<p>Peter Bush Collection for visitor engagement and commercial opportunities both onsite and online.</p> <p>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.</p>	<p>Peter Bush Collection for visitor engagement and commercial opportunities both onsite and online.</p> <p>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.</p>	<p>Peter Bush Collection for visitor engagement and commercial opportunities both onsite and online.</p> <p>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.</p>
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Strategic Objective 2: Enhanced learning and development

2026-27	2027-28	2028-29
<p>Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer.</p> <p>Provide free education programmes to local schools.</p> <p>Seek external revenue to assist in the cost of education programmes.</p> <p>4000 students will participate in ELC-funded Te Manawa Learning programmes (Ministry of Education).</p> <p>Deliver at least 20 staffed public programmes.</p> <p>Develop at least one educational opportunity in partnership with another organisation.</p>	<p>Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer.</p> <p>Provide free education programmes to local schools.</p> <p>Seek external revenue to assist in the cost of education programmes.</p> <p>4000 students will participate in ELC-funded Te Manawa Learning programmes (Ministry of Education).</p> <p>Deliver at least 30 staffed public programmes.</p> <p>Develop at least one educational opportunity in partnership with another organisation.</p>	<p>Respond to curriculum refreshes being undertaken in order to support local schools through the programmes we offer.</p> <p>Provide free education programmes to local schools.</p> <p>Seek external revenue to assist in the cost of education programmes.</p> <p>4000 students will participate in ELC-funded Te Manawa Learning programmes (Ministry of Education).</p> <p>Deliver at least 30 staffed public programmes.</p> <p>Develop at least one educational opportunity in partnership with another organisation.</p>

Strategic Objective 3: A collaborative and future-focused organisation

2026-27	2027-28	2028-29
Demonstrate continued commitment to the principles Te Tiriti o Waitangi.	Demonstrate continued commitment to the principles Te Tiriti o Waitangi.	Demonstrate continued commitment to the principles Te Tiriti o Waitangi.
Continue collaborations to bring experiences to Te Manawa that explore and reflect Te Ao Māori themes.	Continue collaborations to bring experiences to Te Manawa that explore and reflect Te Ao Māori themes.	Continue collaborations to bring experiences to Te Manawa that explore and reflect Te Ao Māori themes.
Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.	Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.	Work with PNCC to reflect the diversity of Palmerston North in the membership of the Board.
Continue to develop Oral History projects.	Continue to develop Oral History projects.	Continue to develop Oral History projects.
Ongoing collaboration with tertiary partners through at least one exhibition and two events annually.	Ongoing collaboration with tertiary partners.	Ongoing collaboration with tertiary partners.
Collaborate with founding societies on initiatives to grow support for Te Manawa and generate revenue.	Collaborate with founding societies on initiatives to grow support for Te Manawa and generate revenue.	Collaborate with founding societies on initiatives to grow support for Te Manawa and generate revenue.
Continue collaborative work on the Peter Bush archive project.	Continue collaborative work on the Peter Bush archive project.	Continue collaborative work on the Peter Bush archive project.
Maintain efforts to secure external revenue against strategic targets.	Maintain efforts to secure external revenue against strategic targets.	Maintain efforts to secure external revenue against strategic targets.
Continued commitment to environmental sustainability.	Continued commitment to environmental sustainability.	Continued commitment to environmental sustainability.
Te Manawa is a paper-light organisation.	Te Manawa will investigate the use of renewable energy to complement existing consumption	Te Manawa will continue to seek the use of renewable energy to complement existing consumption
The Science Centre will demonstrate sustainable exhibition delivery.	Exhibition development will demonstrate sustainable delivery wherever possible.	Exhibition development will demonstrate sustainable delivery wherever possible.

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 Councillors 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 Councillors 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.

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 Councillors 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 draft Statement of Intent was approved by the Te Manawa Museums Trust Board on

tbc

Signed _____

Date tbc

Geoffrey Jameson, Chair
Te Manawa Museums Trust

Te tāhua Finance

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Budget Assumptions and Comments:

Revenue

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

Year	Amount	Notes
2026-2027	\$4,217,987	As per Council advice
2027-2028	\$4,348,745	As per Council advice
2028-2029	\$4,483,556	As per Council advice

2. Science Centre Expenditure and Revenue:

The Trust is moving forward as planned with a period of heightened spending with the expectation that after the opening of the Science Centre (projected to open early 2028), a greater number of revenue streams will be accessible to the Trust. The Science Centre project has been divided into phases and spending is allocated accordingly to each phase. The timeline of the project is strongly tied to funds being received from funders and will be paused or slowed if necessary.

3. Revenue:

Commercial Revenue is expected to increase with increased targets from commercial activities such as retail sales and admission fees.

Interest Income has been based on average bank balances remaining between \$300k and \$600k with weighted average bank interest rates forecast at 3.0%.

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 \$1.69M in grants, sponsorship and donations being projected to be recognised as revenue in the 26/27 financial year and \$1,400,000 in the 27/28 financial year. In the 28/29 financial year, the Trust intends to continue to receive income from external organisations or individuals to support the Science Centre in the form of on-going sponsorship or donations.

4. Net Collection Movements

The prospective financial statements provide a forecast net movement in the market value of collections; however, this is an assumption based on the current data we have available. Revaluation of collection assets is a non-cash item. The next revaluation of the Art Collection will take place during the third quarter of the 2028/29 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 suppliers. However, electricity costs have been budgeted to reduce as the Trust is currently exploring solar panel options in order to reduce our costs.

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, as a result depreciation increases significantly from early 2028 with the projected opening of the Science Centre.

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 increase quite significantly following the opening of the Science Centre. Prior to the opening of the Science Centre much of the Trust's cash will be utilised to fund any areas of the project not covered by grants.

12. Investments:

The Trust's term deposits, with the exception of our emergency fund term deposit, will be used to fund the Science Centre. Following the opening of the Science Centre, investments are projected to steadily increase.

13. Capital expenditure:

A significant proportion of the Trust's capital expenditure will be covered by grants.

Planned capital expenditure	Actuals (Unaudited) 24/25	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29
Heritage Collection					30,000
Art Collection	81,152	30,000	20,000	20,000	30,000
Intangible Assets	34,500		8,696	10,000	10,000
Computer Hardware	5,638		8,696	17,764	10,000
Exhibitions	101,885	65,772	15,652	69,000	120,000
Furniture & Fittings	45,055		251,826	5,000	5,000
Office Equipment				5,000	5,000
Leasehold Improvements					
Plant & Equipment	50,866	90,000		10,000	10,000
Work In Progress	4,508				
Science Centre Development (WIP)	138,985	1,550,000	1,642,000	1,270,000	80,000
	462,589	1,735,772	1,946,870	1,406,764	300,000

The majority of the planned capital expenditure in FY26/27 is covered by grants -

Art Collection: The Blumhardt Foundation has kindly granted funding to expand Te Manawa's craft collection. Up to \$10,000 spent each financial year by Te Manawa on craft collection acquisitions is matched dollar-for-dollar by the Blumhardt Foundation.

Furniture & Fittings: We have received a grant from TG Macarthy Trust for \$100,000 which will cover a significant proportion of the costs to renovate our classroom space. Palmerston North City Council is also kindly contributing budgeted resources towards the new classroom.

Science Centre Development (WIP): The Science Centre capital expenditure amount will be paid for almost solely by grants. In FY27/28, the Science Centre will be transferred from work in progress and broken down into various fixed asset categories. This breakdown will be budgeted in our next Statement of Intent as we will have much greater clarity on Science Centre fixed assets in another twelve months.

14. RESERVES:

The Trust holds reserves set aside for utilisation to meet both operational costs and revitalisation and development of exhibitions. The reserves will be replenished once the Science Centre has opened.

Reserves	Actuals (Unaudited) 24/25	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29
Endowment Funds	10,874	10,874	10,874	10,874	10,874
Historic Building Maintenance Reserve	19,081	19,081	19,081	19,081	19,081
Collection Development Fund	35,380	55,532	25,000	25,000	60,000
Projects Fund	664,118	30,050	20,000	60,000	300,000
Other Reserves	3,100	3,100	3,100	3,100	3,100
	732,553	118,637	78,055	118,055	393,055

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

	Actuals (Unaudited) 24/25	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29
Operating Grant (PNCC)	3,833,599	4,024,056	4,217,987	4,348,745	4,483,556
Other Grants	321,697	404,512	198,146	222,550	237,200
Science Centre (Grants, Sponsorship, and Donations)		1,008,697 ^c	1,690,000	1,400,000	340,000
Donations	45,558	197,557 ^c	49,450 ^a	45,000	35,000
Commercial Revenue ^b	163,620	96,861	322,820	468,605	629,320
Interest Income	40,778	30,000	8,400	20,000	40,000
Sponsorship	-	192,827 ^c	3,000	3,000	3,000
Less Cost of Sales	(52,728)	(58,670)	(55,280)	(66,350)	(69,670)
Gross Profit	4,352,524	5,895,839	6,434,523	6,441,550	5,698,406
Accounting Costs	83,871	86,000	96,000	90,000	93,000
Advertising & Promotion	72,769	42,100	92,400	96,620	71,280
Exhibition, Curatorial & Collections Costs	120,092	203,130	220,552	117,010	190,100
General Expenses	440,592	347,576	510,715	479,620	479,600
Employee & Labour Expenses	3,052,595	3,232,703	3,350,217	3,489,200	3,619,630
Depreciation & Amortisation ^d	315,900	136,864	498,000	844,900	1,101,080
Property Expenses	304,003	310,400	346,166	296,000	317,000
Travel & Entertainment	46,284	55,526	122,590	80,720	69,000
Trust Costs	32,384	33,498	33,400	36,000	38,100
Total Expenses	4,468,490	4,447,797	5,270,040	5,530,070	5,978,790
Other Income	124,186	-	183,000 ^a	193,980	205,610
Other Expenses	2,003	3,600	3,600	3,720	3,850
Net Surplus/Deficit for the period	6,217	1,444,441	1,343,883	1,101,740	-78,624
Other Comprehensive Revenue and Expenses for the Period	-	6,500	-	-	500,000
Total Comprehensive Revenue and Expenses	6,217	1,437,941	1,343,883	1,101,740	421,376

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

Explanatory Notes for the Prospective Statement of Financial Performance:

- a) Art and heritage collection donations were misallocated to 'Donations' in the FY25/26 Budget instead of 'Other Income'. Therefore, monetary donations are projected to stay at a similar level to FY23/24. At the same time, we are projecting that monetary donations may steadily decrease as the Trust's number of paid/ticketed offerings increase.
- b) Commercial Revenue for Budget 26/27 includes our International Tourer ticketed offering and from early 2028, which is when we are currently projecting the Science Centre to open, admission fees for the Science Centre have been included.
- c) As was discussed in our 6-month report, some Science Centre donations and sponsorship were misallocated to lines other than the Science Centre revenue line. Therefore, Science Centre (Grants, Sponsorship, and Donations) only includes grants for budget 25/26. Additionally, Sponsorship is projected to decrease for non-Science Centre offerings but not as significantly as it appears given the error in the FY25/26 budget.
- d) Depreciation is projected to steadily increase due to the Science Centre project being completed in FY27/28. The first three years following the opening of the Science Centre will be particularly costly for depreciation and some expenses have had to be reduced accordingly in FY28/29.

Please note that there are also some budgeted expenses in FY26/27 and 27/28 that are solely to do with the Science Centre project. Because of the nature of some expenses, they will not be coded to work in progress and instead will fall under the below categories. Therefore, some of the Trust's expenses appear in the Prospective Statement of Financial Performance to increase significantly but these costs are not recurring. Some recurring costs have been put into FY28/29 but as these will be recurring and the Science Centre will not continue to be considered an entirely separate project at this stage, these have not been divided out.

Science Centre Expenses:

	Budget 26/27	Budget 27/28
Advertising and Promotion	48,000	54,000
General Expenses	130,000	100,000
Employee & Labour Expenses	110,000	110,000
Property Expenses	-	10,000
Travel & Entertainment	60,000	30,000
Total Expenses	348,000	304,000

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

	Actuals				
	(Unaudited) 24/25	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29
Current Assets					
Cash & Cash Equivalents ^e	113,371	415,864	195,000	385,000	410,000
Receivables	1,807	10,000	5,000	5,000	5,000
Other Receivables	9,536	4,584	1,000	3,000	5,000
Inventory	19,594	27,590	24,860	30,820	32,360
Prepayments	18,059	86,302 ^f	20,000	36,000	27,000
Total Current Assets	162,367	544,340	245,860	459,820	479,360
Non Current Assets					
Investments ^e	674,485	630,432	220,000	120,000	420,000
Collections	21,494,020	20,178,512	22,169,605	22,363,585	22,569,195
Fixed Assets	1,039,858	2,753,934 ^g	735,330	3,480,330	3,132,297
Total Non Current Assets	23,208,363	23,562,879	23,124,935	25,963,915	26,121,492
Total Assets	23,370,730	24,107,218	23,370,795	26,423,735	26,600,852
Current Liabilities					
Creditors	230,716	331,475	340,000	350,000	365,000
GST	68,187	112,491	75,000	75,000	75,000
Employee Benefit Liabilities	316,901	471,162	310,000	328,000	348,000
Revenue Received in Advance	119,733	33,569	160,000	275,000	82,000
Total Current Liabilities	735,537	948,697	885,000	1,028,000	870,000
Total Net Assets	22,635,193	23,158,521	22,485,795	25,395,735	25,730,852
Equity					
Reserves	732,553	118,637	78,055	118,055	393,055
Asset Revaluation Reserves	11,495,470	10,793,392	12,000,570	12,000,570	12,500,570
Capital Contributions	145,465	145,465	145,465	145,465	145,465
Retained Earnings	10,261,705	12,101,027	10,261,705	13,131,645	12,691,762
Total Equity	22,635,193	23,158,521	22,485,795	25,395,735	25,730,852

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

Explanatory Notes for the Prospective Statement of Financial Position:

- e) As planned, there is increased spending until December 2027 and then greater revenue following the opening of the Science Centre. Cash and cash equivalents as well as investments reflects this.
- f) Prepayments are significantly higher in FY25/26 due to the international tourer. It is expected that prepayments will remain more consistent in the years that follow.
- g) The Trust was more optimistic about our Science Centre delivery date when budget 25/26 was presented. Our Fixed Assets line has been adjusted accordingly.

Refer to our comment about reserves in note 14 above.

Prospective Statement of Cash Flows
As at 30 June 2026, 2027 & 2028

	Actuals (Unaudited) 24/25	Budget 25/26	Budget 26/27	Budget 27/28	Budget 28/29
Cash Flows from Operating Activities					
Cash was provided from:					
Operating Grant (PNCC)	3,833,599	4,024,056	4,217,987	4,348,745	4,483,556
MDC Grants	20,000	17,217	20,000	20,000	20,000
Other Grants	301,697	1,307,739 ^h	130,907	202,550	217,200
Sponsorship	-	57,826 ^h	3,000	3,000	3,000
Other Revenue	87,778	536,723 ^h	372,810	716,000	667,320
Interest	46,889	4,348	8,400	20,000	40,000
Science Centre (Grants, Sponsorship, and Other Revenue)	-	-	1,690,000	1,400,000	340,000
	4,289,963	5,947,909	6,443,104	6,710,295	5,771,076
Cash was disbursed to:					
Payroll	(3,011,868)	(3,103,462)	(3,180,017)	(3,341,598)	(3,552,620)
Suppliers	(1,357,896)	(1,231,921)	(1,626,605)	(1,776,933)	(1,598,456)
Net Cash Flows from Operating Activities	(79,801)	1,612,526	1,636,482	1,591,764	620,000
Cash Flows from Investing activities					
Cash was provided from:					
Change in Short Term Investments	140,226			100,000	(300,000)
Purchase of Fixed Assets:					
Heritage & Art Collections	(81,152)	(30,000)	(20,000)	(20,000)	(60,000)
Intangible Assets	(34,500)	-	(8,696)	(10,000)	(10,000)
Computer Hardware	(5,638)		(8,696)	(17,764)	(10,000)
Exhibitions	(101,885)	(65,772)	(15,652)	(69,000)	(120,000)
Furniture & Fittings	(45,055)	-	(151,826)	(5,000)	(5,000)
Plant & Equipment	(50,866)	(90,000)		(10,000)	(10,000)
Work In Progress	(67,687)	(1,550,000) ^h			
Science Centre Development - Work in Progress			(1,455,212)	(1,370,000)	(80,000)
Net Cash Flows from Investing Activities	(246,557)	(1,735,772)	(1,660,082)	(1,401,764)	(595,000)
Net Increase/(Decrease) in Cash Held					
	(326,358)	(123,246)	(23,600)	190,000	25,000
Opening Cash Balances	439,529	539,110	218,600	195,000	385,000
Closing Total Cash Balances	113,171	415,864	195,000	385,000	410,000

Explanatory Notes for the Prospective Statement of Cash Flows:

- h) Cash flows did not separate out Science Centre spending in the Statement of Intent, therefore, Other Grants, Sponsorship, and Other Revenue were not portioned between Science Centre-specific lines and other lines. This is corrected in the following three years. Work in Progress FY25/26 also did not specify that that amount had been budgeted solely for the Science Centre project.

As is discussed in note 13, much of the capital expenditure in coming years will be covered, or heavily contributed to, by grants.

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 2027, 30 June 2028 and 30 June 2029. 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.

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 recognised as revenue or expenditure in cases where the Trust can 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 & Equipment	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* during the 22/23 financial year. The 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 five years to ensure that their carrying amount does not differ materially from fair value.

All other asset classes are carried at depreciated historical cost.

Accounting for Revaluations

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

Intangible Assets

Recognition and measurement

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

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

Software acquisition and development

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

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include 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 TBC for 2026 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.

COMMITTEE WORK SCHEDULE

TO: Arts, Culture & Heritage Committee

MEETING DATE: 18 March 2026

TITLE: Committee Work Schedule

RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the Arts, Culture & Heritage Committee receive its Work Schedule dated 18 March 2026.

SUMMARY

COMMITTEE WORK SCHEDULE – MARCH 2026					
Item No.	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction/ Clause number
1.	18 March 2026	Draft Statement of Intent 2026-2029 – The Globe, The Regent, Te Manawa	General Manager Corporate Services		Terms of Reference
2.	18 March 2026	Six Month Performance Report – Te Manawa	General Manager Corporate Services		Terms of Reference
3.	18 March 2026 TBC	Update on Te Motu o Poutoa Development Plan	General Manager Infrastructure	Awaiting decision on the Rangitāne application to the Māori Economic Development fund, project remains on hold	26 April 2023 Clause 4-23

4.	18 March 2026 15 April 2026	Caccia Birch – Draft Masterplan	General Manager Customer & Community	Deferred with Chair's agreement	
5.	15 April 2026	Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts)	General Manager Customer & Community		22 November 2023 Clause 43-23
6.	15 April 2026	Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)	General Manager Customer & Community		22 November 2023 Clause 43-23
7.	17 June 2026	Summer Shakespeare annual presentation			Terms of Reference
8.	17 June 2026	Legal set up of Joint CCO – Te Motu o Poutoa	General Manager Corporate Services		4 June 2025 Clause 91-25
9.	17 June 2026	Final Statement of Intent 2026-2029 – Te Manawa, The Globe, The Regent	General Manager Customer & Community		Terms of Reference
10.	23 September 2026	Annual Report 2025-2026 – The Regent, Te Manawa, The Globe	General Manager Corporate Services		Terms of Reference
11.	23 September 2026	Annual Report from PN Public Sculpture Trust	General Manager Customer & Community		Council 29 April 2019 Clause 36.4

12.	23 September 2026	Annual report on Maintenance and Renewal Plans and Budgets for Cultural Facilities	General Manager Infrastructure		
13.	23 September 2026	Annual progress report on the development of heritage themes, including military heritage, across Council programmes	General Manager Strategic Planning		10 August 2022 Clause 17.2
14.	24 November 2026	Performing Arts Trust – Annual Report 2025/26	General Manager Corporate Services		Terms of Reference
15.	24 November 2026	Caccia Birch – Annual Report 2026	General Manager Customer & Community		Council 3 December 2025 Clause 197-25
16.	24 November 2026	Heritage Reference Group	General Manager Strategic Planning		
17.	TBC 2026	Annual Report – Community Funding Allocation 2025/2026 - arts, culture and heritage groups	General Manager Customer & Community		Rec 1c of the Community Grants & Events Funding Review – May 2020
18.	1 September 2027	Statement of Expectations 2025/28 – Te Manawa, The Globe and The Regent	General Manager Customer & Community		Terms of Reference

