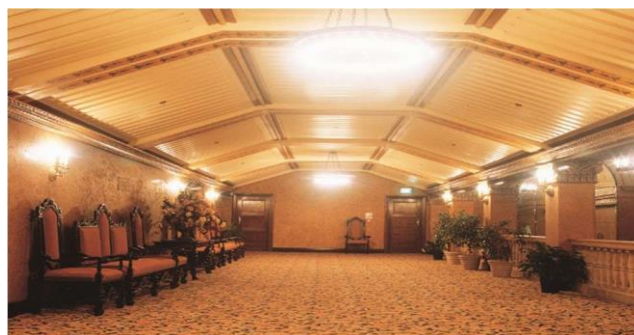


STATEMENT OF INTENT

THE REGENT THEATRE TRUST 2025 - 2028

REGENT on BROADWAY



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OUR DIRECTORY

Come and see us at:

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Palmerston North
New Zealand

Mail, Phone us at:

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Palmerston North
Phone (06) 3502100

Email and web addresses are:

manager@regent.co.nz
www.regent.co.nz

Registered office of the Trust:

c/- Palmerston North City Council
Civic Administration Building
The Square
PO Box 11-034
Palmerston North

Accountants

BDO Central (NI) Limited

Legal Advisers

Fitzherbert Rowe Lawyers

Bankers

ANZ Bank New Zealand Limited

Auditors

Silks Audit Chartered Accountants Ltd on behalf of the
office
of the Auditor General

General Manager

David Walsh

Trust Board

David Lea (Chairperson)
Neil Ulrich (Deputy Chairperson)
Kane Parsons Tessa Lohead
Mark Mabbett Simon Ferry
Tania Kopytko Reihana Haronga
Tessa Lyons Rhia Taonui

Legal Status

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

Chairperson's Introduction

Since reopening in May 1998, the Regent on Broadway has established itself as one of the most active, prestigious provincial venues for hire for live theatre in New Zealand. The focus of this Statement of Intent will be to consolidate and enhance this position. The plan for the three years ending June 2028 is to build on this success and, where possible, endeavor to increase the use of the venue to help make the city's vision a reality.

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

We are pleased with our results for the previous 12 months (2023-24) and look forward to ensuring our continued commitment to the financial sustainability and aspirations of this SOI

Purpose of this Statement of Intent

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

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

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

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

About the Regent Theatre Trust

Vision statement:

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

Purpose Statement

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

The Regent on Broadway will be the preferred local venue of choice for international, national and local performing arts experiences that cater to diverse people of all ages providing opportunities for our city communities to attend and take part in a wide variety of performances.

Values:

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

Governance:

The Regent on Broadway is governed by the Regent Theatre Trust. The Trust is governed by a Board of Trustees. The Board of nine trustees is responsible for the strategic direction and control of the Regent Theatre Trust activities. The Board guides and monitors the business and affairs of Regent Theatre Trust in accordance with the Regent Theatre Trust Deed and this Statement of Intent. The Board also aims to reflect the diversity of the city and surrounding district.

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

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

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

City vision statement

Palmerston North is the heart of the 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 Rangitanenuiara. 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.Updating media release contacts and templates as required
- Updating process for media enquiries as required.
- Maintaining the website ensuring that it continues to stimulate interest.
- Undertaking relevant statistical and audience demographic data analysis to determine future trends and target audiences.
- Report on the number of Companion Card seats sold reducing the physical and social barriers that may prevent audience members from attending and enjoying activities and performances.

Performance measures

Objective	Performance Measure	Actual	Target				
		2023/24	2024/25	2025/26	2026/27	2027/28	
1 To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawātū region including recognising the role of local Tangata Whenua and the Heritage status of the building.	Total number of main auditorium hires annually (days that the auditorium is used) to be not less than. – (usage of the Auditorium includes both Performance, Pack-in and Pack-out days, Rehearsals and Dark Days e.g. days that are booked but not used (but charged for) during long run seasons)	187	190	210	215	220	
	Total number of main auditorium national/international venue hirers (actual live performances), to be not less than.- includes all touring shows from both Overseas and NZ Artists.	31	33	38	39	39	
	Total number of Performances held within the Auditorium not less than	163	175	180	190	190	

2 To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.	Use of the Theatre by Educational Facilities including tertiary graduation ceremonies held, School performances and Kapa haka competitions and end of year School prize giving ceremonies,	31	38	39	40	40
3. To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.	<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 attendance split to all events Community 70%/Commercial 30%</p>	<p>99,483</p> <p>72% community 28% commercial</p>	<p>89,000</p> <p>70/30</p>	<p>91,000</p> <p>70/30</p>	<p>93,000</p> <p>70/30</p>	<p>96,000</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 documentation □ 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:

A handwritten signature in black ink that reads "David Lea". The signature is written in a cursive, slightly slanted style.

David Lea
Chairman
The Regent Theatre Trust