



STATEMENT OF INTENT

FOR

THE REGENT THEATRE TRUST BOARD

2017/18 – 2019/20

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CONTACT DETAILS

Registered Office:	C/- Palmerston North City Council	Legal Status:	<p>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</p> <p>It is a not for- profit CCO</p>
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1. INTRODUCTION

The Regent Theatre is a unique key historic, cultural and community facility for Palmerston North, re-born out of a public “Save the Regent” movement to ensure the continued enjoyment of the theatre by the people of this region.

The Regent Theatre Trust Board is also unique in its ability to provide additional events and to make additional resources available to its users. The two supporting structures (over and above funding from the Palmerston North City Council) that enable the Board to operate in this way are *Regent on Broadway Promotions* and the fundraising achieved by the *Friends of the Regent*.

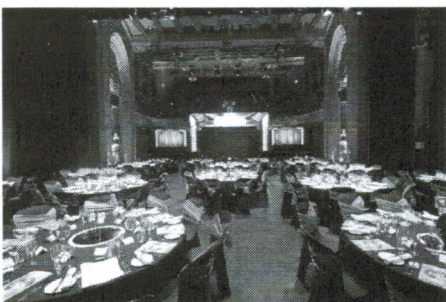
This situation allows the Regent three approaches to the programming of events offered: buying in touring professional shows, assisting existing show providers and offering an affordable community pricing structure. This enables the Regent to support shows that fit more closely with the PNCC Arts Strategy, particularly in supporting diversity, while also attracting other community use and income through its wider historical and aesthetic appeal e.g. weddings, photographic opportunities and other community events.

In the 20 years since the restoration and refurbishment of the theatre, competition for audience patronage has increased, the challenge for the Board now is to prepare strategies that maintain and renew existing and future users and patrons. The preparation of the next Strategic Plan is the Board’s opportunity to put into place and implement strategies to take the theatre forward into the next Strategic Planning period.

2. PURPOSES OF THE TRUST

The Regent Theatre Trust is governed by its Trust Deed, which describes the purposes 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 including:*

- (i) *securing the future of the Regent Theatre.*
- (ii) *preparing in consultation with Council a three yearly Strategic Plan and an Annual Plan for attaining the purpose”.*



3. GOALS AND OBJECTIVES OF THE TRUST

3.1 The principal goals and objectives of the Board's current Strategic Plan which provides the general direction of the Board's activities are as follows:

- (a) To maintain the architectural and historical significance of the *Regent on Broadway* for future generations.
- (b) To be an exciting live performing arts venue and multipurpose venue.
- (c) To be professionally operated and financially secure.
- (d) To develop and maintain a strategy for strong partnerships and collaboration

3.2 The Board's current Strategic Plan particularises these principal goals and objectives as follows:

(a) **Vision**

To be New Zealand's leading and most vibrant provincial Theatre.

(b) **Mission**

The historically significant *Regent on Broadway* shall be a vibrant and unique theatre, performing arts and community venue providing exciting opportunities for the diverse public of the city and region.

(c) **Our Values**

An appreciation of:

- The architectural and historical value of the *Regent on Broadway* for the community and future generations.
- The value of live performing arts in fostering cultural and community well-being.
- The social benefits of nurturing and promoting an appreciation of cultural and artistic values in the community generally and especially recognising the cultural diversity that exists within our city and that every endeavour is made in encouraging these cultures to perform on the Regent stage, particularly the youth of the region.
- The unique world-class qualities of the venue compared with comparable venues elsewhere, both nationally and internationally, enabling our city to provide and be known for hosting world-class theatre-going experiences.
- The value of unique amenities such as the *Regent on Broadway* to the image and external perception of Palmerston North.
- The value of a first class amenity such as the "big stage" at the Regent in bringing on and developing the array of local talent in the community.
- The importance of maintaining a professionally operated and financially efficient venue as a means of promoting and securing these values.

(d) **Strategic Priorities:**

1. To maintain the architectural and historical significance of the *Regent on Broadway* for future generations.
 - (a) Maintain and develop the internal and external historic features and general structure of the building.
 - (b) Develop and promote events that reflect the architectural and or historical significance of the venue and its significant point of difference as a venue.
 - (c) Review, maintain and develop key partnerships relating to the architectural and historical significance of the building.
2. To be an exciting performing arts and multi-purpose community venue.
 - (a) Review, plan and implement an updated audience development strategy which encourages diversity of audience and participants.
 - (b) To utilise *Regent on Broadway Promotions* to develop strategic events that balance programming.
 - (c) To maintain, review, develop and increase community usage.
3. To be professionally maintained and operated and financially secure.
 - (a) Review, implement and resource professional development to ensure a professional standard of theatre and venue management.
 - (b) Ensure sound financial, legal, compliance operation, and technical and management systems.
 - (c) Ensure a strong relationship with *Friends of the Regent* to supply front of house services and resource development.
4. Develop and maintain a strong strategy for marketing, partnerships and collaborations.
 - (a) To maintain strong current relationships and to seek new partnerships in order to retain a strong position in the community and develop “added benefit” to the Regent through collaboration and partnerships e.g. Key Promoters, PNCC, *Friends of the Regent*, key arts, cultural and community organisations and Funders.
 - (b) To market the unique points of interest of the *Regent on Broadway*.
 - (c) To scope and establish new strategic relationships to further diversify usage.

- (d) To review and update the *Regent on Broadway* marketing and audience development plan.
- (e) To create a vibrant synergy with Broadway.
- (f) To maintain and develop new and existing relationships with key youth organisations and institutions through a youth engagement strategy.

4. KEY ISSUES FOR 2017/18, 2018/19 AND 2019/20

Concerns and constraints

The principal challenges, concerns and constraints which the Board faces and wishes to address during the planning period are as follows:

- Identified issues in respect to ticket affordability for patrons at low or zero value for strategic events.
- Identified issue in respect to the pressing updating of the theatre audio system and digital projection capability.
- Identified issue in respect to audience diversity and development.
- Identified issue in respect to maximising social media for the marketing and promotion of the venue and events.
- Identified issues in respect to the considerable growth in and competition that exists from home theatre and entertainment systems.



PLANNED STRATEGIES FOR 2017/18, 2018/19 AND 2019/20

1. To maintain the architectural and historical significance of the Regent on Broadway for future generations.			
Planned strategy	Outputs (KPIs)		
	2017/18	2018/19	2019/20
Maintain and develop the internal and external historic features and general structure of the building.	<p>Review, plan and implement the necessary maintenance and upgrading tasks and utilise skilled workers and consultants.</p> <p>Increase and improve the theatres hospitality space.</p>	Review, plan and implement the necessary maintenance and upgrading tasks and utilise skilled workers and consultants.	Review, plan and implement the necessary maintenance and upgrading tasks and utilise skilled workers and consultants.
Develop and promote events that reflect the architectural and or historical significance of the venue and its significant point of difference as a venue.	<p>Plan the 20 year anniversary celebrations of the Regent's Restoration and Refurbishment, in conjunction with the <i>Friends of the Regent</i>.</p>	<p>Key event to mark the 20 years since the Regent Restoration and Refurbishment e.g. theatre tours and performance trail reflecting the architecture/history.</p> <p>Review historical and architectural resources and potential for future event/display/resource development planning.</p>	<p>Scope new events or exhibitions which reflect the architectural or historical significance of the venue.</p> <p>Stage one event in conjunction.</p>

1. To maintain the architectural and historical significance of the Regent on Broadway for future generations.			
Planned strategy	Outputs (KPIs)		
	2017/18	2018/19	2019/20
Review and maintain and develop key partnerships relating to the architectural and historical significance of the building.	<p>Annually review Heritage New Zealand designation.</p> <p>Develop partnerships with relevant historical organisations e.g. Historic Places Trust, Manawatu Heritage etc.</p>	Annually review Heritage New Zealand designation.	Annually review Heritage New Zealand designation.

2. To be an exciting performing arts and multi-purpose community venue.			
Planned strategy	Outputs (KPIs)		
	2017/18	2018/19	2019/20
Review, plan and implement an updated audience development strategy which encourages diversity of audience and participants.	<p>To scope the potential of a booking (professional or community) to strategically develop the audience/participation base and or create added benefit for the Regent e.g. the Moon Festival performance with the Chinese Community or Pasifika.</p>	<p>To mark the 20 years since the theatre's Restoration and Refurbishment - Key event/s with <i>Friends of the Regent</i>.</p> <p>Review and develop the concept of an annual Mid-Winter series of events for July as a marketing strategy for the venue.</p> <p>Scope and develop a strategy for the <i>Regent on Broadway</i> as a</p>	<p>To scope a youth partnership project with a community group e.g. a youth music project with The Stomach.</p> <p>Review the concept of an annual Mid-Winter series of events for July as a marketing strategy for the venue.</p>

2. To be an exciting performing arts and multi-purpose community venue.			
Planned strategy	Outputs (KPIs)		
	2017/18	2018/19	2019/20
	Develop the concept of an annual Mid-Winter series of events for July as a marketing strategy for the venue.	venue for broader and more varied community and professional events e.g. exhibitions, weddings, launches, promotions. To work towards being the venue of choice for national adjudicated events such as "PACANZ", "Big Sing" and Kapa Haka.	Implement and review a broader use strategy. To work towards being the venue of choice for national adjudicated events such as "PACANZ", "Big Sing" and Kapa Haka.
To utilise <i>Regent on Broadway Promotions</i> to develop strategic events that balance programming.	Actively to source new, exciting events that would not necessarily come to Palmerston North. To review annually.	Actively to source new, exciting events that would not necessarily come to Palmerston North. To review annually.	Actively to source new product. To review annually.
To maintain, review, develop and increase community usage.	Actively to promote the unique resources and the affordable pricing structure available to theatre users. To host 8 annual school productions/graduations.	To host 9 annual school productions/graduations.	To work alongside existing arts/community organisations to continue to use the theatre and to develop new relationships. To host 10 annual school productions/graduations.

3. To be professionally maintained and operated and financially secure.

Planned strategy	Outputs (KPIs)		
	2017/18	2018/19	2019/20
Review, implement and resource professional development to ensure a professional standard of theatre and venue management.	Identify areas of staff, board and volunteer training, implement and review a training programme.	Identify areas of staff, board and volunteer training, implement and review a training programme.	Identify areas of staff, board and volunteer training, implement and review a training programme.
	Undertake an annual Board, staff and key organisational relationship review.	Undertake an annual Board, staff and key organisational relationship review.	Undertake an annual Board, staff and key organisational relationship review.
Identify gaps and provide social media training.			
Ensure sound financial, legal, compliance operation, and technical and management systems.	Maintain all current financial reserves.	Review, plan and implement a new 10 year Strategic Plan.	Maintain all current financial reserves.
	Ensure a sound annual audit making sure all information required is in a readily accessible form.	Maintain all current financial reserves.	Ensure a sound annual audit making sure all information required is in a readily accessible form.
	Review financial operations with accountant/auditor and implement any changes.	Ensure a sound annual audit making sure all information required is in a readily accessible form.	Review financial operations with accountant/auditor and implement any changes.
	Review and develop fundraising strategies and plan and scope new initiatives.	Review financial operations with accountant/auditor and implement any changes.	Review and develop fundraising strategies and plan and scope new initiatives.

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3. To be professionally maintained and operated and financially secure.			
Planned strategy	Outputs (KPIs)		
	2017/18	2018/19	2019/20
	<p>Insure all insurance covers are in place (Board, public liability, health and safety, venue etc).</p> <p>Annually review all insurances and legal documents and implement any recommendations or changes.</p> <p>Annually review human resource needs, policies and plans e.g. health and safety, compliance, communication, IT and technical systems.</p> <p>Review Board policies and the annual Board work programme.</p> <p>Review the annual event programme against the strategic priorities.</p> <p>Undertake annual staff and Board performance reviews.</p>	<p>Review and develop fundraising strategies and plan and scope new initiatives.</p> <p>Insure all insurance covers are in place (Board, public liability, health and safety, venue etc).</p> <p>Annually review all insurances and legal documents and implement any recommendations or changes.</p> <p>Annually review human resource needs, policies and plans e.g. health and safety, compliance, communication, IT and technical systems.</p> <p>Review Board policies and the annual Board work programme.</p> <p>Review the annual event programme against the strategic priorities.</p> <p>Undertake annual staff and Board performance reviews.</p>	<p>Insure all insurance covers are in place (Board, public liability, health and safety, venue etc).</p> <p>Annually review all insurances and legal documents and implement any recommendations or changes.</p> <p>Annually review human resource needs, policies and plans e.g. health and safety, compliance, communication, IT and technical systems.</p> <p>Review Board policies and the annual Board work programme.</p> <p>Review the annual event programme against the strategic priorities.</p> <p>Undertake annual staff and Board performance reviews.</p>

3. To be professionally maintained and operated and financially secure.			
Planned strategy	Outputs (KPIs)		
	2017/18	2018/19	2019/20
	Annually review and scope theatre technical capabilities and develop a replacement or advancement plan e.g. Theatre sound system and digital projection.	Annually review and scope theatre technical capabilities and develop a replacement or advancement plan e.g. Theatre lighting system and digital projection equipment.	Annually review and continue to scope theatre technical capabilities and develop replacement or advancement planning.
Ensure a strong relationship with Friends of the Regent to supply front of house services and resource development.	<p>Annual review of relationship, regular meetings and reports.</p> <p>Plan and collaborate annually on resource development and events.</p> <p>Include <i>Friends of Regent</i> Annual Report with Regent Trust Report.</p> <p>Host a "thank you" event annually.</p> <p>Acknowledge and promote the <i>Friends of the Regent</i> role and the benefits to the <i>Regent on Broadway</i> are to be included in Regent material.</p>	Ensure <i>Friends of Regent</i> relationship is strong through review, reporting, management, training and acknowledgement.	Ensure <i>Friends of Regent</i> relationship is strong through review, reporting, management, training and acknowledgement.

4. Develop and maintain a strong strategy for marketing partnerships and collaborations			
Planned strategy	Outputs (KPI's)		
	2017/18	2018/19	2019/20
To maintain strong current relationships and to seek new partnerships in order to retain a strong position in the community and develop "added benefit" to the Regent through collaboration and partnerships e.g. Key Promoters, PNCC, Friends of the Regent, key arts, cultural and community organisations and Funders.	<p>Work alongside existing arts/community partner organisations to maintain and develop the use of the theatre.</p> <p>Review current relationships and scope new relationships.</p>	<p>Work with <i>Friends of the Regent</i> 20th Anniversary project.</p> <p>Scope and develop a project with a new partner or which enhances a current partner. e.g. The NZSO.</p>	<p>Scope and develop a project with a new partner or which enhances a current partner.</p>
To market the unique points of interest of the Regent on Broadway.	Scope and plan 20th anniversary event/s.	Create Regent focussed events e.g. Theatre tours and Historic performance Arts Trail.	Create Regent focussed events e.g. Theatre tours and Historic performance Arts Trail.
To scope and establish new strategic relationships to further diversify usage.	<p>Review and scope relationships and partnerships or collaborations with groups representing cultural diversity e.g. Scope a partnership or collaboration with the Chinese Community re Moon Festival, Chinese New Year, celebrations, or with Pasifika, Kapa Haka festivals, Diwali or youth and the Manawatu Multi Cultural Council.</p>	<p>20th anniversary event/s involves a new performance relationship.</p> <p>Work collaboratively with a new cultural group.</p>	Work collaboratively with a new cultural group.

4. Develop and maintain a strong strategy for marketing partnerships and collaborations			
Planned strategy	Outputs (KPI's)		
	2017/18	2018/19	2019/20
To review and update the Regent on Broadway marketing and audience development plan	Develop a social media strategy in collaboration with <i>Friends of the Regent</i> .	Develop a 20th Birthday marketing strategy.	Review marketing and audience development strategies.
	Review the current audience development strategy.		
	Review and develop Regent subscriber data base.		
To create a vibrant synergy with Broadway.	Regular meetings with key organisations or business e.g. monthly get-togethers with other Broadway tenants - to develop a unified plan of strategy.	Initiate Broadway strategy.	Review and further develop.
To maintain and develop new and existing relationships with key youth organisations and institutions through a youth engagement strategy.	Support a schools or community youth performing arts project.	Scope a Youth project e.g. in conjunction with The Stomach, Gang Show and talent shows such as Reach for the Stars. Review and develop relationships with groups representing cultural diversity.	Review youth engagement strategy.
	To host 1 related event.	To host 2 related events.	To host 3 related events.

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SUMMARY of KEY PERFORMANCE INDICATORS FOR 2017/18, 2018/19 AND 2019/20

1. To maintain the architectural and historical significance of the Regent on Broadway for future generations.	2017/18	2018/19	2019/20
Develop and promote events that reflect the architectural and or historical significance of the venue and its significant point of difference as a venue. Events staged in conjunction.		1	1
2. To be an exciting performing arts and multi-purpose community venue.			
To maintain, review, develop and increase community usage and to actively promote the unique resources and the affordable pricing structure available to theatre users. The number of school productions/graduations to be hosted.	8	9	10
4. Develop and maintain a strong strategy for marketing, partnerships and collaborations.			
To maintain and develop new and existing relationships with key youth organisations and institutions through a youth engagement strategy. The number of related events hosted.	1	2	3

The Regent Theatre Trust

Forecast Budget
3 Years to 30 June 2020

OPERATIONS BUDGET

	Actual Year end Jun-14	Actual Year end Jun-15	Actual Year end Jun-16	Forecast Budget for year end - 2018			Forecast Budget for year end - 2019			Forecast Budget for year end - 2020		
				Forecast Budget Year End Jun-17	Forecast Budget Low Estimate	Forecast Budget Average Estimate	Forecast Budget High Estimate	Forecast Budget Low Estimate	Forecast Budget Average Estimate	Forecast Budget High Estimate	Forecast Budget Low Estimate	Forecast Budget Average Estimate
Income												
Theatre Operations												
Commission	5,020	2,788	2,607	3,000	2,850	3,000	3,150	2,850	3,000	3,150	2,850	3,000
Auditorium hireage	219,433	200,201	184,420	190,000	180,500	190,000	199,500	180,500	190,000	199,500	180,500	190,000
Other room hire	14,030	12,481	13,358	14,000	13,920	14,500	17,000	14,400	15,000	17,000	14,400	15,000
Advertising recoveries	28,854	36,954	25,989	33,000	33,600	35,000	36,750	33,600	35,000	36,750	33,600	35,000
Other Recoveries and Hireage	220,411	213,731	226,522	226,500	175,000	232,000	243,600	175,000	232,000	244,125	175,000	232,000
Interest	7,477	7,559	8,196	6,000	5,500	6,000	9,000	5,500	6,000	9,000	5,500	6,000
Sundry	114	29	129	200	150	200	500	200	300	700	200	300
Operating Grant from PNCC	229,040	234,643	236,521	215,760	218,781	218,781	218,781	221,844	221,844	221,844	224,949	224,949
Total Theatre Operations Income	724,379	708,385	652,741	688,460	630,301	699,481	728,281	633,894	703,644	732,069	636,999	706,749
Event/Ticketing Centre												
	116,769	121,276	107,610	125,000	110,000	125,000	145,000	110,000	125,000	145,000	110,000	125,000
Total Theatre Income	841,148	829,661	760,351	813,460	740,301	824,481	873,281	743,894	828,644	877,069	746,999	831,749
Expenditure												
Theatre Operations												
Total personnel costs incl FOH Casuals	394,444	404,376	387,444	420,485	428,304	428,304	428,304	431,582	431,582	431,582	434,893	434,893
Total office expenses	9,671	8,988	6,637	10,050	9,000	9,100	11,500	9,000	9,100	11,500	9,000	9,100
Total operating costs	139,855	139,385	126,932	127,300	118,200	118,200	118,200	118,700	118,700	118,700	120,200	120,200
Total marketing including recoverable advertising	65,532	61,022	49,815	80,000	70,300	74,000	77,700	71,250	75,000	78,750	75,050	79,000
Total general expenses *	54,761	49,626	55,434	53,900	52,700	52,700	52,700	52,700	52,700	52,700	53,200	53,200
Total Theatre Operations	664,262	663,397	626,263	691,735	678,504	682,304	688,404	683,232	687,082	693,232	692,343	696,393
Event/Ticketing Centre												
Operating Costs	25,530	23,382	23,177	18,000	17,000	23,800	20,000	17,000	23,800	20,000	17,000	23,800
Marketing	11,035	10,380	11,112	13,530	12,846	13,666	14,759	12,974	13,802	14,907	13,234	14,078
Personnel (salaries)	78,505	66,196	55,985	80,942	74,477	74,477	74,477	75,137	75,137	75,137	76,569	76,569
Retail/Admin premises lease and rates	17,245	13,996	13,293	-	-	-	-	-	-	-	-	-
Total Event/Ticketing Centre	132,315	113,953	103,567	112,473	104,323	111,943	109,236	105,111	112,739	110,043	106,803	114,448
Audience Development												
Personnel	-	9,080	-	24,500	24,990	24,990	24,990	25,240	25,240	25,240	25,492	25,492
Promotion and Marketing	20,371	-	-	5,000	4,700	5,000	5,400	4,700	5,000	5,400	4,700	5,000
Website upgrade	6,997	1,360	3,310	1,000	940	1,000	1,080	940	1,000	1,080	940	1,080
Showroom premises lease and rates	6,775	5,498	5,222	-	-	-	-	-	-	-	-	-
Total Audience Development	34,142	15,939	8,532	30,500	30,630	30,990	31,470	30,880	31,240	31,720	31,132	31,492
Total Expenditure	830,721	793,288	738,362	834,708	813,456	825,236	829,110	819,223	831,061	834,995	830,278	842,333
Operations Surplus (Deficit)	10,427	36,373	21,989	(21,248)	(73,156)	(756)	44,171	(75,329)	(2,417)	42,074	(83,279)	(10,583)
Non-Operational Depreciation												
(principally donated assets)	75,966	85,002	97,181	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Surplus (Deficit) after depreciation	(65,539)	(48,629)	(75,192)	(101,248)	(153,156)	(80,756)	(35,829)	(155,329)	(82,417)	(37,926)	(163,279)	(90,583)
Regent on Broadway Promotions Budget												
12 month to 30th June 2018												
Income - Ticket sales from ROB productions	125,140	9,196	55,554	50,000	60,000	60,000	60,000	80,000	80,000	80,000	80,000	80,000
Expenses - Production costs for ROB productions	172,891	9,450	35,940	45,000	55,000	55,000	55,000	75,000	75,000	75,000	75,000	75,000
Surplus (Deficit)	(47,751)	(254)	19,614	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000

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GOVERNANCE STATEMENT


The Regent Theatre Trust.

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

SIGNATURE

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

Date: 30 June 2017

Signed: 

Maurice Rowe, Chairman, The Regent Theatre Trust Inc