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# STATEMENT OF INTENT

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2021 - 2024

THE REGENT THEATRE TRUST

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## OUR DIRECTORY

**Come and see us at:**

53 Broadway  
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](mailto:manager@regent.co.nz)  
[www.regent.co.nz](http://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**

Audit New Zealand on behalf of the office  
of the Auditor General

**General Manager**

David Walsh

**Trust Board**

David Lea (Chairperson)  
Mark Mabbett (Deputy Chairperson)  
Susan McConachy  
Tania Kopytko  
Tessa Lohead

Phil Payton  
Kane Parsons  
Natalie Rowney

**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 2024 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.

The financial implications of Covid-19 will not be fully realised in the immediate future, however, we remain committed 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 2024, and the objectives to which those activities will contribute.

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

## About the Regent Theatre Trust

### Vision statement:

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

### Mission statement:

The Regent on Broadway will be maintained and preserved as a valuable historic venue. The Regent on Broadway will be the preferred local venue of choice for international, national and local performing arts experiences that cater to diverse people of all ages.



## Values:

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

## Governance:

The Regent on Broadway is governed by the Regent Theatre Trust Incorporated. The Trust is governed by a Board of Trustees. The Board of up to nine (currently seven) trustees is responsible for the strategic direction and control of 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'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 small city with a lot to offer, and we're ambitious about where we're going. The city's vision is Palmerston North: Small city benefits, big city ambition.

Palmerston North City Council has identified five strategic goals for achieving this vision:

**Goal 1:** An innovative and growing city.

**Goal 2:** A creative and exciting city.

**Goal 3:** A connected and safe community.

**Goal 4:** An eco-city.

**Goal 5:** A driven and enabling Council.

The Regent on Broadway plays a critical part in contributing to the City vision of 'Small city benefits, big city ambition', particularly Goal 2: A creative and exciting city. Within Goal 2, Council's Arts Plan supports Priority 3: to develop the city into an arts powerhouse with a national reputation for creativity and the arts and Priority 4: to develop a national and international reputation as an exciting city with plenty to do at night and on weekends.

The Regent on Broadway also contributes to Council's Culture and Heritage Plan which supports Priority 2: the city's history and diversity, and builds on the strength of being a city of many cultures and languages.

The activities of the Regent help to build Palmerston North's national and international reputation as a creative and exciting place to live, work, study and play. The Regent on Broadway and the Palmerston North City Council work collaboratively to ensure decisions and activities reflect the ambitions of the city and its residents.

We do this by supporting: vibrant and healthy communities; the development of sustainable practice within our local performing arts; the development of connected and safe communities so that all sections of our community may enjoy the wonder of theatre and performance; environmental sustainability; and securing the future of the venue.

## Strategic objectives

The Theatre's three strategic objectives have been developed to enable the Regent on Broadway to achieve its vision.

**Objective 1.** To be a venue for 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.

In order 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 Manawātū 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. (Please Note: Due to Covid-19 worldwide Pandemic International programming is difficult but it remains a major Goal for the R.O.B)
- Enabling people to come together for performing arts events and community celebrations – such as commercial and community shows, graduations, arts, cultural and educational events.
- Enabling diverse communities to come together to celebrate.
- 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 so as to attract a wide range of performances and events to the city.
- Providing a specialised performance venue, professional technical advice and support, and marketing support.

**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:**

- Actively contributing to the Arts CCO Managers steering group and with Council Officers to explore activities such as a one-stop front of House booking operation, having ticketing services under one umbrella for all city venues and develop an Economic Impact report for regional/nationally significant events.
- 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
- Establishing and nurturing strong relationships with all local and regional theatre, dance and entertainment groups in the view to supporting productions of significance and to maintaining and operating an entrepreneurial fund to procure these and other events (by production participation) that would not otherwise come to the Regent on Broadway.
- Review the customer service survey platform and act on findings.
- Review the employees leave procedures to reduce the employees cost liabilities.



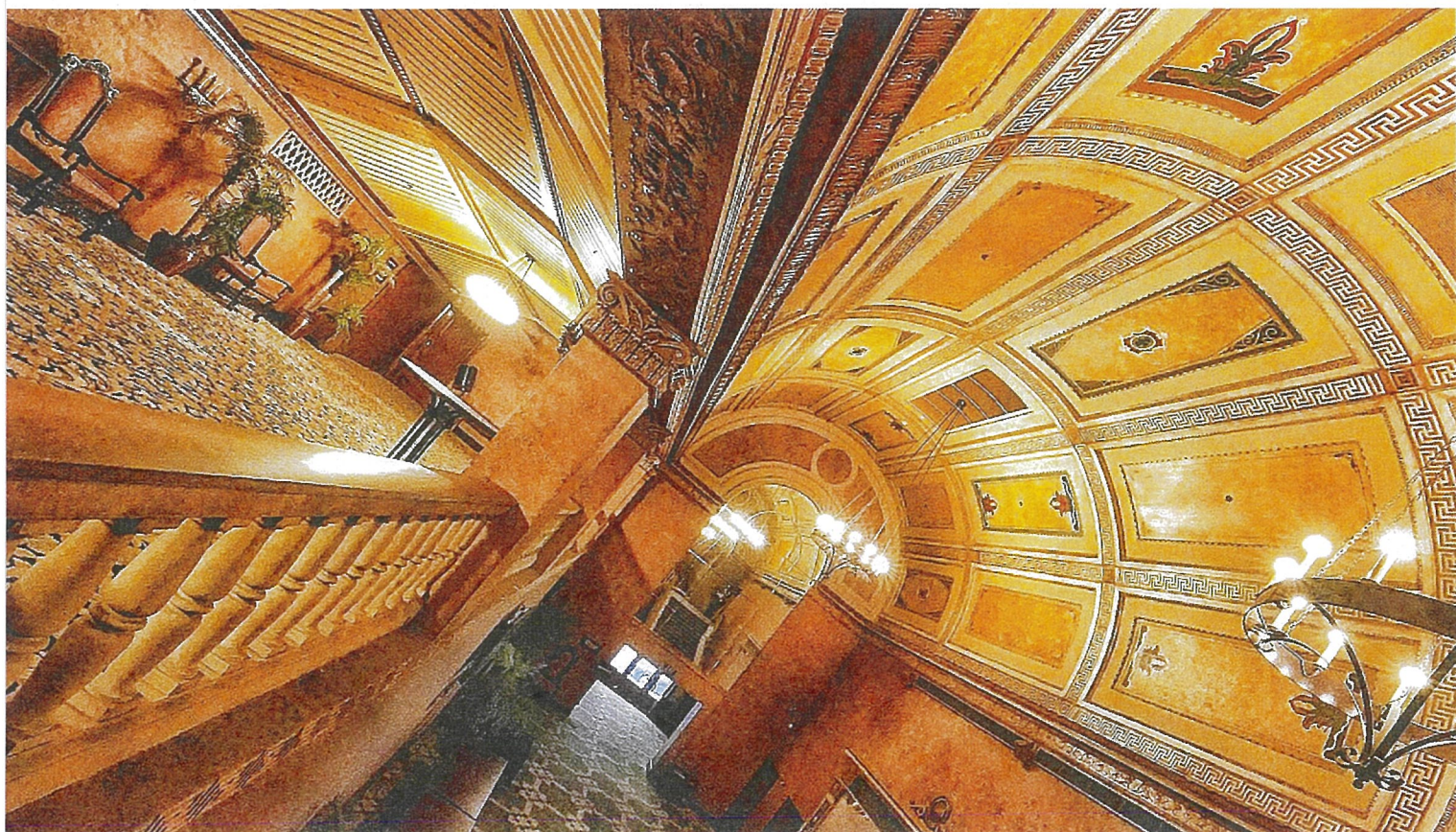
- Work with Council Officers to develop new performance measures and review the current Trust Deed.

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

**The Regent on Broadway will support this objective by:**

- Supporting events by establishing professional marketing strategies, resources, tools and e platforms – such as Facebook, Instagram and a well-appointed web site.
- Developing and aligning promotional and marketing strategies to the vision, goals and principles of PNCC, *especially Goal 2: A creative and exciting city.*
- Identifying key client audiences, and prioritising and scheduling targeted material and effective communication. This includes:
  - Advertising, e-newsletters and Facebook
  - Developing a calendar of media opportunity and identifying key staff and Board Members as media spokespeople.
  - Obtaining or providing e-media and promotional training and policies and guidelines as required.
  - Updating media release contacts and templates as required
  - Updating process for media enquiries as required.
- Updating the website and investigating ways to ensure that it stimulates interest
- Undertaking relevant statistical and audience demographic data analysis to determine future trends and target audiences.

Covid-19 interrupted our ability to develop quantitative KPIs and continues to hinder this process. It is envisaged these will be realised, if normal operational conditions allow this.





## Performance measures

Objective	Performance Measure	Actual 2019/20	Target		
			2021/22	2022/23	2023/24
<p>. To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawatu region including recognising the role of local Tangata Whenua and the Heritage status of the building.</p>	Total number of main auditorium hires annually (days the auditorium is used), to be not less than.	106	140	180	200
	Total number of main auditorium national/international venue hirers (actual live performances), to be not less than.	17	25	35	40
	Total number of events overall that are held over all spaces in the theatre.	296	310	350	400
	Funding secured for the theatre's main auditorium sound system and to progressively improve and add to the system over the next 3 years.	\$513,000	\$90-\$1100K	\$60 - \$70K	\$50,000
	Additional capital expenditure funding for other projects from the Friends of the Regent or other funding sources	\$40,000	\$70,000	\$80,000	\$80,000
	Outsource a research project for the Regent, pre-European to present day.		Costs to be investigated		
	Further develop tours offered by the Regent:				
	Mini: Families		1 Mini		
	Midi: Older less mobile			2 Mini and 1 Midi	3 Mini, 2 Midi, 1 Maxi
	Maxi: Fit and able				
	(				
. To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.	Total number of variety type shows such as tribute concerts and professional performers from the commercial sector, not less than.	12	24	29	35

	Total number of tertiary graduation ceremonies held, not less than.	4	7	10	11
	Total number of local school concerts held, not less than	8	8	10	11
	Total number of school prize-giving held, not less than.	13	14	14	16
	Total number of ethnically diverse concerts and productions, both community and professionally produced, not less than.	3	4	8	6
	Investigate a simple customer experience device while further investigation is done into a more robust survey for audience and hirers.		Cost to be investigated	Cost to be investigated	
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.	Signage to reflect Bi-Cultural nature of New Zealand and make the venue accessibility friendly		\$10k	\$5-12k	
	External Lighting			\$20k	
	CCTV Upgrade		\$3,500		
	Total attendances to all events held, not less than	65,300	69,000	75,000	82,000
	Due to Covid 19 the number of International/Commercial touring performances has greatly been reduced - however the Theatre is starting to receive enquiries and pencil bookings - but is <u>very</u> dependent upon remaining at Level 1. Particular attention will be given to attracting new promoters/touring productions eg: Ballet Collective Aotearoa, and New Zealand Opera				
	Develop a website that will accommodate theatre operations		\$2-\$5k		\$40-\$60k
	Investigate with a view to purchasing electronic billboards				



## How we operate

The Regent Theatre Trust is committed to ensuring sound Governance and guidance in financial, legal, compliance, operational, management, and most of all, Health and Safety systems, and to ensure procedures are in place and reported against on a regular basis. The Trust ensures key policies and documentation are reviewed in accordance with the Trust's annual schedule, including:

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

The review of personnel resourcing is being undertaken so as to ensure the Regent on Broadway is meeting the needs of new marketing initiatives and progressive methodology in theatre operations. The Trust is working towards sustainable environmental practice such as recycling, replacing disposable with reusable and energy reduction.

Staff training occurs in all areas of theatre operations and is reviewed on a regular basis:

- ETNZ guidelines in theatre technical operations and safe working practices.
- New Zealand Certificate in Entertainment and Event Operations
- Marketing with a specific focus to supporting social media requirements.
- Health and Safety in all areas of theatre operations.

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

## Recognising volunteer input and support

The Trust recognises its volunteers by:

- Liaising with the Friends of the Regent and encouraging the Friends in their activities of theatre assistance, event hosting, ushering and fund-raising. The Trust works to support and nurture the input by the Friends and all volunteers and to recognise the value of the contribution to venue operational requirements.
  - Maintaining the excellent communications and the goodwill that has been established between the Friends' elected volunteer supervisory/management team that works alongside venue operations with the objective of continuing to maintain and improve venue hospitality, ushering and catering.
  - Attracting and nurturing volunteers that possess the knowledge and skills required to deliver the high level of experienced guidance needed for good and successful governance.
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## 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.

## Half-yearly report

By the end of February each year the Regent Theatre Trust will provide the Council with a half-yearly report complying with s 66 of the Local Government Act 2002. The report will include the following information:



- Manager's commentary on operations for the relevant six-month period.
- Comparison of the Regent on Broadway's performance to the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Unaudited half-yearly financial statements incorporating a statement of financial performance, statement of financial position, statement of changes in equity and statement of cash flows.

## Annual report

By 30th September, each year the Regent Theatre Trust will provide the Council with an annual report complying with ss 67–69 of the Local Government Act 2002. Financial statements and audit clearance will be undertaken in early August to ensure timely availability of PNCC's annual report.

The annual report will contain the information necessary to enable an informed assessment of the operations of the Regent on Broadway and will include the following information:

- Commentary on operations for the year.
- Comparison of the Regent on Broadway's performance to the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Financial statements incorporating a statement of financial performance, statement of financial position, statement of changes in equity, statement of cash flows, statement of accounting policies and notes to the accounts.
- Auditor's report on the financial statements and the performance targets.

## The Regent Theatre Trust

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

### SIGNATURES

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

Date:

Signed:



David Lea  
Chairman  
The Regent Theatre Trust



	Actual 2020	Forecast 2021	Indicative 2022	Indicative 2023	Indicative 2024
Inflation adjustment			1%	0%	0%
<b>Income</b>					
Council Funding					
PNCC Grant	235,986	238,286	240,669	240,669	240,669
PNCC additional operating grant	-	-	-	-	-
<b>Total Council Funding</b>	<b>235,986</b>	<b>238,286</b>	<b>240,669</b>	<b>240,669</b>	<b>240,669</b>
<b>Donations and Fundraising Income</b>					
Donations and grants received for capital expenditure	469,620	-	184,250	74,250	66,000
Government subsidy	65,805	26,435	-	-	-
<b>Total Donations and Fundraising Income</b>	<b>535,425</b>	<b>26,435</b>	<b>184,250</b>	<b>74,250</b>	<b>66,000</b>
<b>Investment Income</b>					
Interest Income	6,630	4,848	4,896	8,000	8,000
<b>Total Investment Income</b>	<b>6,630</b>	<b>4,848</b>	<b>4,896</b>	<b>8,000</b>	<b>8,000</b>
<b>Sales of Goods and Services</b>					
Facilities hireage and Recoveries	304,059	342,626	394,552	462,100	462,100
Event Ticketing Centre	73,544	35,121	35,472	124,000	124,000
Regent on Broadway Promotions	289,860	156,485	80,000	80,000	80,000
<b>Total Sales of Goods and Services</b>	<b>667,463</b>	<b>534,232</b>	<b>510,024</b>	<b>666,100</b>	<b>666,100</b>
<b>Total Income</b>	<b>1,445,504</b>	<b>803,801</b>	<b>939,840</b>	<b>989,019</b>	<b>980,769</b>
<b>Less Cost of Sales</b>					
Theatre Operations	250,136	170,105	171,806	250,020	250,020
Employee related expenses	460,169	441,281	445,694	540,341	540,341
Regent on Broadway Promotions	290,873	28,825	29,113	75,000	75,000
Event Ticketing Centre	20,349	8,578	8,664	19,500	19,500
<b>Total Costs related to providing goods or services</b>	<b>1,021,527</b>	<b>648,789</b>	<b>655,277</b>	<b>884,861</b>	<b>884,861</b>
<b>Total Cost of Sales</b>	<b>1,021,527</b>	<b>648,789</b>	<b>655,277</b>	<b>884,861</b>	<b>884,861</b>
<b>Operating Profit</b>	<b>423,977</b>	<b>155,012</b>	<b>284,563</b>	<b>104,158</b>	<b>95,908</b>
<b>Non-operating Expenses</b>					
Depreciation	55,914	154,292	187,494	205,790	211,200
<b>Total Non-operating Expenses</b>	<b>55,914</b>	<b>154,292</b>	<b>187,494</b>	<b>205,790</b>	<b>211,200</b>
<b>Net profit</b>	<b>368,063</b>	<b>721</b>	<b>97,069</b>	<b>(101,632)</b>	<b>(115,292)</b>
<b>New Capital purchase</b>	<b>541,892</b>	<b>2,137</b>	<b>184,250</b>	<b>74,250</b>	<b>66,000</b>

# ACCOUNTANTS REPORT

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

As our instructions did not include an Audit, we have not audited the statement and therefore neither we nor any of our employees accept any responsibility for the accuracy of the material supplied from which the accounts have been prepared.

Further, the Statement has been prepared at the request of and for the purpose of our client and neither we nor any of our employees accept any responsibility on any ground whatever to any other person.





	Actual 2020	Forecast 2021	Indicative 2022	Indicative 2023	Indicative 2024
<b>Operating Cashflows</b>					
<b>Cash Inflows</b>					
Income banked	1,551,571	920,057	1,047,547	1,117,034	1,108,784
Interest Income	7,267	4,848	4,896	8,000	8,000
<b>Total Cash Inflows</b>	<b>1,558,838</b>	<b>924,905</b>	<b>1,052,444</b>	<b>1,125,034</b>	<b>1,116,784</b>
<b>Cash Outflows</b>					
Theatre Operations	287,656	195,621	197,577	287,523	287,523
Employee related expenses	460,169	441,281	445,694	540,341	540,341
Regent on Broadway Promotions	332,362	33,149	33,480	86,250	86,250
Event Ticketing Centre	23,401	9,865	9,963	22,425	22,425
<b>Total Cash Outflows</b>	<b>1,103,588</b>	<b>679,915</b>	<b>686,714</b>	<b>936,539</b>	<b>936,539</b>
<b>Total Operating Cashflows</b>	<b>455,250</b>	<b>244,990</b>	<b>365,729</b>	<b>188,495</b>	<b>180,245</b>
<b>Operating Cashflows</b>					
<b>Non-operating Cashflow</b>					
Asset Purchases -	405,908	- 2,458	- 211,888	- 85,388	- 75,900
GST Paid -	58,217	- 30,801	- 58,679	- 69,921	- 74,231
<b>Total Non-operating Cashflows</b>	<b>(464,125)</b>	<b>(33,258)</b>	<b>(270,567)</b>	<b>(155,309)</b>	<b>(150,131)</b>
<b>Bank Accounts</b>					
Opening balance	180,029	171,154	382,885	478,048	511,234
Operating surplus/deficit	455,250	244,990	365,729	188,495	180,245
Non-operating Surplus/Deficit -	464,125	- 33,258	- 270,567	- 155,309	- 150,131
<b>Closing balance</b>	<b>171,154</b>	<b>382,885</b>	<b>478,048</b>	<b>511,234</b>	<b>541,348</b>

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	Actual 2020	Forecast 2021	Indicative 2022	Indicative 2023	Indicative 2024
<b>Current Assets</b>					
Bank Accounts and Cash	171,154	382,885	478,048	511,234	541,348
Prepaid Insurance	6,836	6,904	6,973	7,043	7,043
Debtors and productions receivable	7,751	7,829	7,907	7,986	7,986
Prepayments	-	-	-	-	-
	185,741	397,618	492,928	526,263	556,377
<b>Investments</b>	181,136	181,136	181,136	181,136	181,136
<b>Fixed Assets</b>	682,184	530,030	526,785	395,246	250,046
<b>Total Assets</b>	<b>1,049,061</b>	<b>1,108,784</b>	<b>1,200,849</b>	<b>1,102,645</b>	<b>987,559</b>
<b>Current Liabilities</b>					
GST Balance -	46,909	4,606 -	511	2,801	3,008
Creditors and accrued expenses	83,470	99,666	99,779	99,894	99,894
Deposits in advance	18,450	9,741	9,741	9,741	9,741
Employee costs available	36,110	36,110	36,110	36,110	36,110
<b>Total Liabilities</b>	<b>91,121</b>	<b>150,123</b>	<b>145,119</b>	<b>148,546</b>	<b>148,753</b>
<b>Net Assets</b>	<b>957,940</b>	<b>958,661</b>	<b>1,055,729</b>	<b>954,097</b>	<b>838,806</b>
<b>Equity</b>					
Opening balance	589,877	957,940	958,661	1,055,729	954,097
Income for year	368,063	721	97,069 -	101,632 -	115,292
Closing Balance	957,940	958,661	1,055,729	954,097	838,805
<b>Total Equity</b>	<b>957,940</b>	<b>958,661</b>	<b>1,055,729</b>	<b>954,097</b>	<b>838,805</b>
<b>Total Cost of Sales</b>	<b>957,940</b>	<b>958,661</b>	<b>1,055,729</b>	<b>954,097</b>	<b>838,805</b>
<b>Operating Profit</b>	<b>(866,819)</b>	<b>(808,538)</b>	<b>(910,611)</b>	<b>(805,551)</b>	<b>(690,052)</b>
<b>Non-operating Expenses</b>					
Depreciation	55,914	154,292	187,494	205,790	211,200
<b>Total Non-operating Expenses</b>	<b>55,914</b>	<b>154,292</b>	<b>187,494</b>	<b>205,790</b>	<b>211,200</b>
<b>Net profit</b>	<b>(922,733)</b>	<b>(962,829)</b>	<b>(1,098,105)</b>	<b>(1,011,341)</b>	<b>(901,252)</b>
<b>New Capital purchase</b>	<b>541,892</b>	<b>2,137</b>	<b>184,250</b>	<b>74,250</b>	<b>66,000</b>

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