



STATEMENT OF INTENT

FOR

THE REGENT THEATRE

TRUST

2016/17 – 2018/19

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Prepared by: Charles Forbes, General Manager
Maurice Rowe, Chairman, Regent Theatre Trust

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CONTACT DETAILS

Registered Office:	C/- Palmerston North City Council	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 It is a not for- profit CCO
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INTRODUCTION

Chairperson's Commentary

This Statement of Intent is prepared for adoption by the Board of The Regent Theatre Trust for the purpose of recording the Board's principal objectives for the theatre's financial years ending June 2017, 2018 and 2019 with a view to finalising Annual Plans for each year of the period reflecting the Board's long term Strategic Plan and this Statement of Intent.

The principal objectives of the Board's long term Strategic Plan which provide 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 theatre.
- c) To be recognised as the Palmerston North Civic Auditorium and to operate in a complimentary role to the City's other conference venues and theatres.
- d) To be professionally operated and financially efficient.
- e) To develop audiences now and for the future and to seek opportunities to introduce performing arts to the youth of the region by encouraging use of the theatre by schools and children's groups.
- f) To create or bring new events or theatre to the region.

VISION

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

MISSION

That the Regent on Broadway shall continue to be a vibrant and unique live theatre and major performing arts centre renowned for its heritage value and creating exciting opportunities for future performers and audiences as well as fulfilling the role of Palmerston North's principal civic auditorium

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 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" 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.

OBJECTIVES OF THE REGENT THEATRE TRUST DEED

The Regent Theatre Trust is governed by its Trust Deed, which lists as the purposes of the Trust 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 Theatre.
- II. Preparing in consultation with Council a three yearly Strategic Plan and an Annual Plan for attaining the purpose.

KEY STRATEGIC OBJECTIVES FOR 2016/17, 2017/18 AND 2018/19

The Regent Theatre Trust's strategic priorities for the planning period are:

Objective	Action
<p>1. To nurture and encourage relationships with New Zealand's key national cultural icons (such as the Royal New Zealand Ballet, the New Zealand Symphony Orchestra and Chamber Music NZ) and to source and encourage national and international promoters to bring quality productions to the city.</p>	<p>To communicate and liaise on a regular basis, with all national/international, commercial /professional event providers who have the potential to bring events to the Regent Theatre.</p>
<p>2. To provide a well-resourced and well-equipped amenity which attracts a wide range of performances and events to the city.</p>	<p>Liaising with the Friends of the Regent and encouraging the Friends in their activities of theatre assistance, event hosting, ushering and fund-raising. Liaising with funding providers to augment/update the regent's equipment.</p>
<p>3. To host Pacifica, Maoritanga and other cultural festivals (i.e. Pasifika Fusion, junior, intermediate and senior regional and national kapa haka festivals, The International Festival of Cultures).</p>	<p>To regularly communicate to all local/regional Maori, Polynesian, Asian and other cultures the benefits of hosting their festivals, ceremonies and concerts at the Regent.</p>
<p>4. To host the majority of primary and intermediate school prize-givings and end of year concerts, secondary school and tertiary institutions prize-givings and award and graduation ceremonies. Also to be the key host for all local dance school end-of-year productions and locally created concerts and variety shows.</p>	<p>To regularly communicate to all local/regional education providers performing arts groups the benefits of hosting their ceremonies and concerts at the Regent.</p>
<p>5. To consider and/or participate in encouraging local productions of major stage shows and musical events</p>	<p>Maintaining and operating an entrepreneurial fund to enable financial assistance to be provided where considered appropriate to support major musical/theatrical productions from local theatre groups to be performed at the Regent Theatre.</p>

Objective	Action
<p>6. To encourage and facilitate various non-arts events (such as seminars, and celebratory events e.g. weddings). To attract conferences which are not catered for by other city amenities</p>	<p>Invest in promotional campaigns as required to promote the value of the Regent as a functions venue and to support the city's reputation as a conferencing destination.</p>
<p>7. To consider and/or participate in encouraging national/international artists and productions.</p>	<p>Maintaining and operating an entrepreneurial fund to enable financial assistance to be provided where considered appropriate to secure shows and performances for the Regent Theatre.</p>
<p>8. To provide an exciting and innovative programme of cultural and community events with broad appeal</p>	<p>Liaise with marketing and key entrepreneurial personnel to identify and source product for the Regent</p>
<p>9. To invest in an expansion of operations in order to meet the aspirations of the Trust Board and the City Council for maximising the use of the Theatre in a balance of civic, community and commercial uses.</p>	<p>To invest in skilled staff and quality resources so as to operate an efficient well managed functions and performing arts venue.</p> <p>Operating and promoting a street-front event ticketing facility for events at the Regent and elsewhere so as to become known as a principal event ticketing outlet in the City.</p>
<p>10. To contribute to the City's cultural heritage by maintaining and preserving the physical infrastructure of the building and its fixtures and fittings as a recognised heritage amenity.</p>	<p>Encouraging continuing appreciation of the heritage aspects of the Regent and overseeing the maintenance and preservation of such aspects to prevent degradation.</p>

Summary of Strategic Direction

To develop, promote, enhance and maintain the Regent on Broadway as an active civic amenity for use by the community, community groups and as a world-class 1400 seat heritage auditorium as a venue for live performances, community events, graduations and the performing arts, attracting international, national and local performances.

To:

- Operate, develop, enhance and maintain the Regent on Broadway as a recognised heritage building and world-class 1,400 seat performing arts venue and civic auditorium.
- Source and coordinate activities and events which promote the use of the Regent as an operational amenity valued by the community.
- Liaise with the Council as landlord over the programming of asset management and development.
- Contribute to the Councils City Vision that: “Palmerston North is recognized as a vibrant, caring, innovative, and sustainable city.”
- Encourage and foster the development of current and future audiences for the Regent (with emphasis on the youth of the region) with a view to ensuring that the Regent on Broadway will continue to be one of New Zealand’s leading and most vibrant provincial theatres.

KEY ISSUES FOR 2016/17, 2017/18 AND 2018/19

Key issues for the planning period are:

- Maintaining and growing the subscriber data base to an internally set target objective of 5 percent per year.
- Improving the theatre patron visitation experience by increasing and improving the theatre’s hospitality spaces.

PLANNED STRATEGIES FOR 2016/17, 2017/18 AND 2018/19

1. To nurture and encourage relationships with New Zealand's key national cultural icons (such as the Royal New Zealand Ballet, the New Zealand Symphony Orchestra and Chamber Music NZ) and to source and encourage national and international promoters to bring quality productions to the city.			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
To communicate and liaise on a regular basis, with all national/international, commercial /professional event providers who have the potential to bring events to the Regent Theatre.	That not less than 55% of the Regent's auditorium hireage revenue is generated from commercial (non-community) use for this year.	That not less than 55% of the Regent's auditorium hireage revenue is generated from commercial (non-community) use for this year.	That not less than 55% of the Regent's auditorium hireage revenue is generated from commercial (non-community) use for this year.
	That there are at least 40 live nights for this year in respect of the theatre's main auditorium at the theatre's full commercial (non-community) hireage rate.	That there are at least 40 live nights for this year in respect of the theatre's main auditorium at the theatre's full commercial (non-community) hireage rate.	That there are at least 40 live nights for this year in respect of the theatre's main auditorium at the theatre's full commercial (non-community) hireage rate.
	That a minimum of 30% of the total attendance numbers for all events at the Regent is in respect of commercial (non-community) events held in the theatre's auditorium.	That a minimum of 30% of the total attendance numbers for all events at the Regent is in respect of commercial (non-community) events held in the theatre's auditorium.	That a minimum of 30% of the total attendance numbers for all events at the Regent is in respect of commercial (non-community) events held in the theatre's auditorium.

2. To provide a well-resourced and well-equipped amenity which attracts a wide range of performances and events to the city.			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
Liaising with the Friends of the Regent and encouraging the Friends in their activities of theatre assistance, event hosting, ushering and fund-raising. Liaising with funding providers to augment/update the regent's equipment.	That at least \$40,000 of capex funding is sourced/obtained for this year from sources such as the Friends of the Regent and other external providers of charity funding.	That at least \$40,000 of capex funding is sourced/obtained for this year from sources such as the Friends of the Regent and other external providers of charity funding.	That at least \$40,000 of capex funding is sourced/obtained for this year from sources such as the Friends of the Regent and other external providers of charity funding.

3. To host Pacifica, Maoritanga and other cultural festivals (i.e. Pasifika Fusion, junior, intermediate and senior regional and national kapa haka festivals, The International Festival of Cultures).			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
To regularly communicate to all local/regional Maori, Polynesian, Asian and other cultures the benefits of hosting their festivals, ceremonies and concerts at the Regent.	That there are at least 4 days use of the theatre's auditorium this year for cultural festivals, ceremonies and concerts.	That there are at least 4 days use of the theatre's auditorium this year for cultural festivals, ceremonies and concerts.	That there are at least 4 days use of the theatre's auditorium this year for cultural festivals, ceremonies and concerts.

4.
 To host the majority of primary and intermediate school prize-givings and end of year concerts, secondary school and tertiary institutions prize-givings and award and graduation ceremonies.
 Also to be the key host for all local dance school end-of-year productions and locally created concerts and variety shows

Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
To regularly communicate to all local/regional education providers performing arts groups the benefits of hosting their ceremonies and concerts at the Regent.	That there are at least 8 days use of the theatre's auditorium this year for school prize-givings.	That there are at least 8 days use of the theatre's auditorium this year for school prize-givings.	That there are at least 8 days use of the theatre's auditorium this year for school prize-givings..
	That there are at least 10 days use of the theatre's auditorium this year for tertiary graduation ceremonies.	That there are at least 10 days use of the theatre's auditorium this year for tertiary graduation ceremonies.	That there are at least 10 days use of the theatre's auditorium this year for tertiary graduation ceremonies.
	That a minimum of 60% of the total attendance numbers for all events at the Regent is in respect of community (non-commercial) events held in the theatre's auditorium.	That a minimum of 60% of the total attendance numbers for all events at the Regent is in respect of community (non-commercial) events held in the theatre's auditorium.	That a minimum of 60% of the total attendance numbers for all events at the Regent is in respect of community (non-commercial) events held in the theatre's auditorium.
	That the Regent accommodates at least 95% of community generated requests for the use of Regent amenities.	That the Regent accommodates at least 95% of community generated requests for the use of Regent amenities.	That the Regent accommodates at least 95% of community generated requests for the use of Regent amenities.

5. To consider and/or participate in encouraging local productions of major stage shows and musical events			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
Maintaining and operating an entrepreneurial fund to procure events (by production participation) that would not otherwise come to the Regent Theatre and/or to enable financial assistance to be provided where considered appropriate to support major musical/theatrical productions from local theatre groups to be performed at the Regent Theatre.	That there is at least 1 season of a major musical/theatrical production presented this year by a local theatre group at the Regent Theatre.	That there is at least 1 season of a major musical/theatrical production presented this year by a local theatre group at the Regent Theatre.	That there is at least 1 season of a major musical/theatrical production presented this year by a local theatre group at the Regent Theatre.

6. To encourage and facilitate various non-arts events (such as seminars, and celebratory events e.g. weddings). To attract conferences which are not catered for by other city amenities			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
Invest in promotional campaigns as required to promote the value of the Regent as a functions venue and to support the city's reputation as a conferencing destination.	That there are at least 35 functions held this year in the Regency Room and/or Mezzanine area.	That there are at least 35 functions held this year in the Regency Room and/or Mezzanine area.	That there are at least 35 functions held this year in the Regency Room and/or Mezzanine area.
	That there are at least 100 days use this year in respect of the rehearsal room.	That there are at least 100 days use this year in respect of the rehearsal room.	That there are at least 100 days use this year in respect of the rehearsal room.

7. To consider and/or participate in encouraging national/international artists and productions.			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
Maintaining and operating an entrepreneurial fund to procure events (by production participation) that would not otherwise come to the Regent Theatre and/or to enable financial assistance to be provided where considered appropriate to secure shows and performances for the Regent Theatre.	That there is at least 1 professional national/international artist or production presented this year at the Regent Theatre.	That there is at least 1 professional national/international artist or production presented this year at the Regent Theatre.	That there is at least 1 professional national/international artist or production presented this year at the Regent Theatre.

8. To provide an exciting and innovative programme of cultural and community events with broad appeal			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
Liaise with marketing and key entrepreneurial personnel to identify and source product for the Regent	That there are at least 160 live nights for this year in respect of the theatre's main auditorium.	That there are at least 160 live nights for this year in respect of the theatre's main auditorium.	That there are at least 160 live nights for this year in respect of the theatre's main auditorium.
	That total attendance numbers for Regent events are at least 100,000 for this year.	That total attendance numbers for Regent events are at least 100,000 for this year.	That total attendance numbers for Regent events are at least 100,000 for this year.
	That the Communitrak Survey will confirm the continuing contribution of the Regent to the city's economic and cultural well-being.	That the Communitrak Survey will confirm the continuing contribution of the Regent to the city's economic and cultural well-being.	That the Communitrak Survey will confirm the continuing contribution of the Regent to the city's economic and cultural well-being.

9. To invest in an expansion of operations in order to meet the aspirations of the Trust Board and the City Council for maximising the use of the Theatre in a balance of civic, community and commercial uses.			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
To invest in skilled staff and quality resources so as to operate an efficient well managed functions and performing arts venue.	That the Communitrak Survey will confirm visitor satisfaction ratings of over 90% for this reporting year.	That the Communitrak Survey will confirm visitor satisfaction ratings of over 90% for this reporting year.	That the Communitrak Survey will confirm visitor satisfaction ratings of over 90% for this reporting year..
Operating and promoting a street-front event ticketing facility for events at the Regent and elsewhere so as to become known as a principal event ticketing outlet in the City.	To developing future audiences, through a data base management programme; to increase the theatre's data base by 5% for this year.	To developing future audiences, through a data base management programme; to increase the theatre's data base by 5% for this year.	To developing future audiences, through a data base management programme; to increase the theatre's data base by 5% for this year.

10. To contribute to the City's cultural heritage by maintaining and preserving the physical infrastructure of the building and its fixtures and fittings as a recognised heritage amenity.			
Planned strategy	Outputs (KPIs)		
	2016/17	2017/18	2018/19
Encouraging continuing appreciation of the heritage aspects of the Regent and overseeing the maintenance and preservation of such aspects to prevent degradation.	To invest in a maintenance fund not greater than \$150,000 to meet general maintenance obligations as required by the Trust Deed	To invest in a maintenance fund not greater than \$150,000 to meet general maintenance obligations as required by the Trust Deed.	To invest in a maintenance fund not greater than \$150,000 to meet general maintenance obligations as required by the Trust Deed.

SUMMARY of KEY PERFORMANCE INDICATORS FOR 2016/17, 2017/18 AND 2018/19

	2016/17	2017/18	2018/19
1. To nurture and encourage relationships with New Zealand's key national cultural icons (such as the Royal New Zealand Ballet, the New Zealand Symphony Orchestra and Chamber Music NZ) and to source and encourage national and international promoters to bring quality productions to the city.			
Percentage of revenue from auditorium hireage from commercial use: Not less than	55%	55%	55%
Percentage of revenue from live nights at commercial rates: Not less than	40%	40%	40%
Percentage of attendances to commercial events in respect to total attendances: Not less than	30%	30%	30%
2. To provide a well-resourced and well-equipped amenity which attracts a wide range of performances and events to the city.			
Additional capex funding from the Friends of the Regent and other providers of charity funding: No less than	\$40k	\$40k	\$40k
3. To host Pacifica, Maoritanga and other cultural festivals (i.e. Pasifika Fusion, junior, intermediate and senior regional and national kapa haka festivals, The International Festival of Cultures).			
Days of use for cultural festivals, concerts and ceremonies: No less than	4	4	4
4. To host the majority of primary and intermediate school prize-givings and end of year concerts, secondary school and tertiary institutions prize-giving's and award and graduation ceremonies. Also to be the key host for all local dance school end-of-year productions and locally created concerts and variety shows			
Days the auditorium is used for school prize-giving's: No less than	8	8	8
Days the auditorium is used for tertiary graduation ceremonies: No less than	10	10	10
Percentage of attendances to community events in respect to total attendances: Not less than	60%	60%	60%
Accommodating community generated requests for the use of Regent amenities: Not less than	95%	95%	95%
5. To consider and/or participate in encouraging local productions of major stage shows and musical events			
Major productions by local theatre groups: Least number of shows	1	1	1
6. To encourage and facilitate various non-arts events (such as seminars, and celebratory events e.g. weddings). To attract conferences which are not catered for by other city amenities			
Number of functions/events held in the Regency Room: No less than	35	35	35
Number of functions/events held in the Rehearsal Room: No less than	100	100	100
7. To consider and/or participate in encouraging national/international artists and productions.			
Major productions by professional theatre groups: Least number of shows	1	1	1

8. To provide an exciting and innovative programme of cultural and community events with broad appeal			
Total live night for the year	160	160	160
Total attendances over the year for all events	100,000	100,000	100,000
The communitrak survey confirms the continuing contribution to the city's economic and cultural wellbeing			
9. To invest in an expansion of operations in order to meet the aspirations of the Trust Board and the City Council for maximising the use of the Theatre in a balance of civic, community and commercial uses.			
The two yearly communitrak survey for visitor satisfaction: Not less than	90%	90%	90%
To add new subscribers to the Regent database : Not less than	5%	5%	5%
10. To contribute to the City's cultural heritage by maintaining and preserving the physical infrastructure of the building and its fixtures and fittings as a recognised heritage amenity.			
To invest in a maintenance fund to meet general maintenance obligations: No more than	\$150k	\$150k	\$150k

GOVERNANCE STATEMENTS

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.

SIGNATURES

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

Date:

Signed:

Maurice Rowe, Chairman, The Regent Theatre Trust

