

DRAFT

STATEMENT OF STRATEGIC INTENT

2024-2027



Our Vision

Where Upper Hutt Gathers to PLAY

Our Purpose

Te Aka o te Kupenga exists so the Upper Hutt Community can come together through sport and leisure

About Te Aka o te Kupenga

Te Aka o te Kupenga, Maidstone Park Trust, has been established by the Upper Hutt City Council (the Council) as a Council Controlled Organisation (CCO). The Trust Deed was signed by Council and the seven (7) appointed Trustees in November 2022. The Trust became incorporated on 9 February 2023 as a registered charitable trust under the Charitable Trust Act and on 14 March 2023 became a registered charity.

The Management Agreement between the Council and Te Aka o te Kupenga was ratified by Council on 28 June 2023. This agreement formally appoints Te Aka o te Kupenga as Manager of Te Kupenga o Rongomai (Maidstone Sports Hub), the Artificial Turf and Pavilion.

Te Aka o te Kupenga first took responsibility for managing the Artificial Turf and Pavilion in October 2023. Management of Te Kupenga o Rongomai began on the handover of the completed hub on 1 March 2024.

Our acknowledgement and thanks to Te Atiawa, Ngati Toa and Orongomai Marae for the gifting of our name and that of the hub. A little information on the meaning behind these names is below.

<p>Te Kupenga o Rongomai (The fishing net of Rongomai) is the name given to the new Maidstone Sports Hub. Te Kupenga refers to a fishing net. The connection between the hub and the fishing net encompasses the purpose of the sports hub. This will align with the metaphorical saying to cast the net and gather many fish in the sea. In this case the hub is casting its net out to the community to gather the community, the future leaders, stakeholders and whanau around the rohe.</p>	<p>Te Aka o te Kupenga. Is the name given to the Maidstone Park Trust. The 'aka' or vine is the thread that holds the entire net, it supports the net, shapes the net, it's the part you hold to guide the nets direction. The aka or vine in many instances is also responsible for delivering waiora (waters of sustenance) and is an indication of life. There is also the added play on words, in its connection with Aka-Tarawa as one of the key mountain ranges in the area.</p>
---	--

Our Beneficiaries

We exist for the benefit of the Upper Hutt Community, their success is our success.

Foundation Sports

We would like to acknowledge the Foundation Sports who have been an integral part of the Maidstone Park whanau for many years. These include the Upper Hutt City Football Club, Upper Hutt Rams Rugby Football Club, Heretaunga Boxing Club and Upper Hutt Judo Club. A special thanks and recognition should go to the Upper Hutt Rams RFC, Heretaunga Boxing Club and Upper Hutt Judo Club who have given up their own facilities to support the development of the hub.

We will support each of the Foundation Sports to not only retain their autonomy, identities and traditions, but to thrive.

Other community sport, active recreation and leisure groups

The facilities we manage are available for all community users. Whilst the Foundation Sports will have priority access, there is plenty of availability for ALL!

Key Contributors

We rely on others to support our important mahi.

Upper Hutt City Council

The Council is both our owner as well as our key partner in providing quality facilities for the Upper Hutt community across Maidstone Park.

Other Contributors

In order to maintain the facilities to a high standard and ensure they remain affordable for our Foundation Sports and community users, it is important that we are successful in accessing alternative revenue streams. These include:

- Sponsors
- Funders; and
- Commercial/Private Customers

Te Tiriti o Waitangi

Te Aka o te Kupenga recognises Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand. The Trust will always seek to honour the treaty in the work that we do, in the policies we develop and in the way we manage Te Kupenga o Rongomai on behalf of the Upper Hutt Community.

Key to this is the development and maintenance of a lasting and meaningful relationship with Orongomai Marae and Mana Whenua that contributes to our aim to provide a place where our community can convene and thrive.

Te Tiriti will continue to inform and influence our leadership practice as reflected in our values of Manaakitanga, Kotahitanga and Kaitiakitanga.



Our thanks to Te Atiawa and Orongomai Marae for the blessing of Te Kupenga o Rongomai Maidstone Sports Hub

Strategic Outcome

The trust managed facilities are accessible, affordable and inclusive of all in the community

Measured by:

<p>Accessibility; flexible, multi-use spaces that are well utilised</p> <ul style="list-style-type: none"> • Utilisation – occupancy rate based on bookings. • Variety of Use (groups beyond Foundation Sports) - # of community and commercial users • User Satisfaction – (i) Foundation Sports annual survey (post season), (ii) Other users; annual survey for regular users & satisfaction survey for one-off users 	<p>Affordability; facility pricing allows Foundation Sports to thrive and wide community access</p> <ul style="list-style-type: none"> • Benchmark pricing to similar facilities & within inflation – annual pricing review (Sept) • Utilisation – occupancy rate based on bookings. • Bar Sales - # of openings and gross profit • User satisfaction - (i) Foundation Sports annual survey (post season), (ii) Other users; annual survey for regular users & satisfaction survey for one-off users 	<p>Inclusivity; spaces that offer a welcoming environment for ALL, regardless of age, gender, ethnicity or ability</p> <ul style="list-style-type: none"> • Variety of use (groups beyond Foundation Sports) - # of community and commercial users • Community satisfaction – UHCC annual survey
--	---	---

Our Values

<p>Kaitiakitanga <i>We maintain our facilities for current and future generations</i></p>	<p>Manaakitanga <i>We respect and care for those using our facilities</i></p>	<p>Kotahitanga <i>We work in unity with our beneficiaries</i></p>
--	--	--

Key Result Areas

<p>Facilities (well managed /environmentally sustainable/fit-for-purpose)</p> <ul style="list-style-type: none"> ● Health and Safety- no notifiable events ● 5 working days to resolve identified hazards. If unable to be resolved in this period, supporting documentation to support reasoning. ● Repairs made in a timely manner- 5 working days for issues to be resolved. ● Maintenance Schedule in place & achieved ● Environmental Plan to reduce carbon emissions in place ● User satisfaction - (i) Foundation Sports annual survey (post season), (ii) Other users; annual survey for regular users & satisfaction survey for one-off users 	<p>Financial Sustainability (income/profitability)</p> <ul style="list-style-type: none"> ● Hire Revenue diversity – proportional split between Foundation Sports, Community Users, Commercial Users ● Grants & Sponsorship – meets or exceeds budget ● Bar profitability – achieve gross profit (sales less cost of sales) ● Financial Performance – break even ● Working Capital ratio – 1.2 	<p>Connecting (beneficiaries) - We thrive together</p> <ul style="list-style-type: none"> ● Variety of use (groups beyond Foundation Sports) - # of community and commercial users ● User satisfaction - (i) Foundation Sports annual survey (post season), (ii) Other users; annual survey for regular users & satisfaction survey for one-off users ● Community satisfaction – UHCC annual survey
---	--	---

Performance Targets in 2024/25

Given the Trust has only been running the Artificial Turf and Pavilion since October 2023 and Te Kupenga o Rongomai first opened for business in March 2024, we are not yet in a position to set performance targets for Outcomes or Key Result Areas.

During the period, we will report results using the above measures with a view to establishing baselines and setting future targets for the 2025/26 financial period.

Financial Disclosures

GENERAL

1. The Trust carries out its own financial administration, appoints its own accountant and operates its accounts independently of the Council. The Trust is considered a public entity under the Public Audit Act 2001 and is required to be audited by the Auditor General.

STATEMENT OF ACCOUNTING POLICIES

2. **Reporting Entity.** Te Aka o te Kupenga Maidstone Park Trust is a charitable trust set up to administer facilities on Maidstone Park under a three-year management agreement with the Upper Hutt City Council. It trades as Te Aka o te Kupenga. Funding is received from operating activities, public donations, sponsorship, and a management fee from the Upper Hutt City Council.
3. **Basis of Preparation.** The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$2 million. Reports are prepared using the accrual basis of accounting and assumes the Trust will continue to operate in the foreseeable future.
4. **Measurement Base.** The reports have been prepared using a historical cost basis where they are available. However, given this is a new Trust, operating a brand new facility in Te Kupenga o Rongomai, budgeted revenue and expenditure is based on committed contracts and best estimates.
5. **Specific Accounting Policies.** The following accounting policies, which materially affect the measurement of financial performance and financial position, are applied:
 - a. **Income Tax.** No taxation is provided in these accounts as the Trust is exempt from paying tax and holds an Income Tax Exemption Certificate because of its status as a charitable trust.
 - b. **Fixed Assets and Depreciation.** All tangible fixed assets are recorded at cost or valuation less accumulated depreciation. Depreciation of the assets has been calculated at the maximum rates permitted by the Inland Revenue Department. The rates used are shown on the Schedule of Fixed Assets and depreciation.
 - c. **Financial Instruments.** The Trust is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, term deposits, accounts receivable and accounts payable. Revenues and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance.
 - d. **Goods & Services Taxation (GST).** The Trust is registered for GST. All items are recorded in the Financial Statements exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive.

SIGNIFICANT FORECAST ASSUMPTIONS

6. The following significant assumptions have been made in the preparation of the forecast financial statements:
 - a. Operational activities from facility hire is based on the estimated usage from our Foundation Sports and an additional 30% hireage from other community and commercial users. Bar sales and associated costs assume there are 40 events held throughout the year.
 - b. The Trust is able to attract donations, grants and sponsorships totalling \$95,000.

FUND MANAGEMENT AND INVESTMENT

7. The Trust Deed permits the Trust to sell, buy or lease Fund property, and invest money from the Trust Fund, at its absolute and uncontrolled discretion. However, the Fund must be applied solely towards the promotion of the Trust's objects.
8. The Trust's policy is that all funds not currently required shall be invested in Term Deposit for an appropriate period.

REPORTING RESPONSIBILITIES

9. Under the terms of the Management Agreement with the Upper Hutt City Council, the following reports are submitted to the Council:
 - a. Half-Yearly Reports cover Financial and non-Financial Performance, including: (i) A statement of financial performance, (ii) All activities undertaken to meet the Objectives laid down by the current Statement of Intent, (iii). An assessment of the outcome of these activities against the Performance Targets and Measures specified for each (noting in this first full year of operations targets and baselines will be set); and
 - b. Annual reports include audited financial statements and summarise the performance of the Trust against the Statement of Intent.
10. A Draft 3-year Statement of Intent incorporating a draft set of forecast financial statements is submitted to the Council for its approval by 28 February of each year. This Statement of Intent was submitted on 30 April 2024 as agreed with Council.
11. The Trust complies with the Statement of Intent and related reporting requirements of the Local Government Act 2002 relating to Council Controlled organisations including: The provision of a half yearly report by 28 February each year and the provision of an annual report by 30 September each year: the latter will be made available to the public.
12. The Council may comment on or question any aspect of any report and may request meetings with the Trust or its officers, or copies of the Reports at any time to review reports and progress generally.

FORECAST FINANCIAL STATEMENTS

13. The forecast financial statements produced on the following pages are for the three financial years of this strategy; 2024/25, 2025/26 and 2026/27.
14. At 1 July 2024, the beginning of this period, the Trust will have been operating the Artificial Turf and Pavilion since October 2023, and the new Te Kupenga o Rongomai facility since March 2024. 2024/25 will be the first full year of operations and as a consequence the forecasts are based on best estimates in the absence of any historical information.

Statement of Forecast Financial Statements

Statement of Forecast Financial Performance

For the 12 months ended 30 June 2025 | 30 June 2026 | 30 June 2027

FORECAST		FORECAST	FORECAST	FORECAST
2024	Income	2025	2026	2027
\$250,000	Management Fee - Upper Hutt City Council	\$250,000	\$250,000	\$250,000
\$30,000	Donations / Grants - other	\$45,000	\$45,000	\$45,000
\$20,000	Sponsorship	\$23,333	\$23,333	\$23,333
\$41,907	Facility Hire - Foundation Sports	\$88,722	\$88,722	\$88,722
\$9,900	Facility Hire - Community & Commercial	\$35,489	\$35,489	\$35,489
\$19,800	Bar/kitchen Sales	\$80,000	\$80,000	\$80,000
\$4,000	Other	\$4,000	\$4,000	\$4,000
\$375,607	Total	\$526,544	\$526,544	\$526,544
	Expenses			
	Start-Up Costs			
\$22,067	Branding & Signage	\$0	\$0	\$0
\$29,659	Contractor	\$0	\$0	\$0
\$4,600	IT Equipment - PC, Printer, POS etc	\$0	\$0	\$0
\$30,000	Opening Stock	\$0	\$0	\$0
\$25,000	Cutlery & Crockery	\$0	\$0	\$0
\$3,000	AED	\$0	\$0	\$0
\$114,326		\$0	\$0	\$0
	Cost of Sales			
\$4,267	Wages	\$25,600	\$26,624	\$27,423
\$2,156	Liquor/Food License	\$1,446	\$1,504	\$1,549
\$10,000	Stock - Bar & Kitchen	\$26,400	\$27,456	\$28,280
\$16,423		\$53,446	\$55,584	\$57,251
	Operating Costs			
\$2,083	Branding	\$5,000	\$5,200	\$5,356
\$15,000	Audit Costs	\$25,000	\$26,000	\$26,780
\$15,000	Promotion and Marketing	\$12,000	\$12,480	\$12,854
\$14,300	Cleaning	\$32,400	\$33,696	\$34,707
\$1,000	Bank Fees	\$1,000	\$1,040	\$1,071
\$15,000	Consumables	\$15,000	\$15,600	\$16,068
\$500	Equipment - Staff/Other	\$500	\$520	\$536
\$1,500	Operational Assets	\$1,500	\$1,560	\$1,607
\$5,000	General Admin / Uniforms	\$1,000	\$1,040	\$1,071
\$2,130	Insurance	\$5,130	\$5,335	\$5,495
\$151,733	Wages and Salaries	\$173,500	\$180,440	\$185,853
\$5,500	Professional/Legal Advice	\$3,000	\$3,120	\$3,214
\$1,000	Security	\$12,000	\$12,480	\$12,854
\$51,803	Rent/Lease	\$69,070	\$69,070	\$69,070
\$3,000	Personnel Costs	\$3,000	\$3,120	\$3,214
\$7,500	Subscriptions	\$7,500	\$7,800	\$8,034
\$3,000	Repairs and Maintenance	\$7,000	\$7,280	\$7,498
\$27,125	Utilities	\$58,500	\$60,840	\$62,665
\$7,275	Network / Wi-fi / IT support	\$3,720	\$3,869	\$3,985
\$3,500	Governance Costs	\$3,400	\$3,536	\$3,642
\$459	Depreciation	\$1,530	\$1,530	\$1,071
\$333,408	Total Operating	\$440,750	\$455,556	\$466,646
\$464,157	Total Expenditure	\$494,196	\$511,140	\$523,897
-\$88,550	Total Surplus (Deficit)	\$32,348	\$15,404	\$2,647

Statement of Forecast Financial Position

As at 30 June 2025 | 30 June 2026 | 30 June 2027

BUDGET		BUDGET	BUDGET	BUDGET
30-Jun-24	Account	30-Jun-25	30-Jun-26	30-Jun-27
Assets				
Bank				
\$10,000	Business Account 00	\$18,049	\$29,305	\$32,313
\$25,000	Term Deposits	\$15,000	\$20,000	\$25,000
\$35,000	Total Bank	\$33,049	\$49,305	\$57,313
Current Assets				
\$4,000	Accounts Receivable	\$30,000	\$30,000	\$30,000
\$3,000	Stock - Bar & Kitchen	\$6,343	\$6,343	\$6,343
\$7,000	Total Current Assets	\$36,343	\$36,343	\$36,343
Fixed Assets				
\$4,129	IT & Security Equipment	\$2,599	\$1,069	\$0
\$4,129	Total Fixed Assets	\$2,599	\$1,069	\$0
\$46,129	Total Assets	\$71,991	\$86,717	\$93,656
Liabilities				
Current Liabilities				
\$20,000	Accounts Payable	\$15,000	\$13,442	\$16,810
\$8,986	GST	\$7,500	\$7,500	\$7,500
\$2,200	PAYE Payable	\$2,200	\$3,080	\$4,004
\$31,186	Total Current Liabilities	\$24,700	\$24,022	\$28,314
\$31,186	Total Liabilities	\$24,700	\$24,022	\$28,314
\$14,943	Net Assets	\$47,291	\$62,695	\$65,342
Equity				
-\$88,550	Current Year Earnings	\$14,943	\$47,291	\$62,695
\$103,493	Retained Earnings	\$32,348	\$15,404	\$2,647
\$14,943	Total Equity	\$47,291	\$62,695	\$65,342

Statement of Forecast Cash Flows

As at 30 June 2025 | 30 June 2026 | 30 June 2027

Account	FORECAST 30-Jun-25	FORECAST 30-Jun-26	FORECAST 30-Jun-27
Operating Activities			
Receipts from customers	508,445	532,896	531,043
Payments to suppliers and employees	(444,220)	(454,704)	(461,283)
Cash receipts from other operating activities	(36,433)	(33,600)	(32,549)
Net Cash Flows from Operating Activities	27,792	44,592	37,212
Investing Activities			
Payment for property, plant and equipment	0	0	0
Other cash items from investing activities	(29,743)	(27,456)	(28,280)
Net Cash Flows from Investing Activities	(29,743)	(27,456)	(28,280)
Financing Activities			
Other cash items from financing activities	0	(880)	(924)
Net Cash Flows from Financing Activities	0	(880)	(924)
Net Cash Flows	(1,951)	16,256	8,008
Cash and Cash Equivalents			
Cash and cash equivalents at beginning of period	35,000	33,049	49,305
Net change in cash for period	(1,951)	16,256	8,008
Cash and cash equivalents at end of period	33,049	49,305	57,313

We have compiled these forecasts based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the forecast financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these forecast financial statements.

Trustees and Trust Committees

Structure

Trustees are appointed by the Council. Their appointment may be cancelled by the Council at any time. There will normally be seven Trustees, and never less than three. The Trustees annually elect a Chairperson and may appoint Advisory Trustees at their discretion. Trustees are not remunerated, but the Deed provides for reimbursement of expenses.

Trustees (as at 18 April 2024)

Julie Morrison (Chairperson)

Micheal Langley (Deputy Chairperson)

Zara Kljakovic

Alice O'Connor

Vincent Jagers

Aimee Digges La Touche

George Hinaki

Audit and Finance Committee

Micheal Langley (Chairperson)

Julie Morrison

Vincent Jagers