

CONTEMPORARY
ART
FOUNDATION

2017-20 Statement of Intent



tetuhi.org.nz
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Te Tuhi
13 Reeves Road
PO Box 51222, Pakuranga
Auckland, New Zealand

te tuhi



1. CHAIR & CEO FORWARD

The Board of Trustees of the Contemporary Art Foundation (CAF) is pleased to present its Statement of Intent for 1 July 2017 to 30 June 2020.

CAF is committed to contemporary art that is locally engaged, regionally responsive, and internationally ambitious.

CAF's vision is:

- To be the contemporary art organisation in New Zealand that is nationally and internationally renowned for its art, engagement and participation practices.
- To be a catalyst for new ways of engaging with communities, new ways of supporting and developing creative practices and new ways of thinking.
- To further its contemporary art, education and residency programmes throughout Auckland and beyond.
- To play a significant role in the arts and culture sector in Auckland and New Zealand, making Auckland a culturally rich and creative city.

CAF makes a unique and considerable contribution to the arts and culture sector in Auckland, ensuring that Aucklanders have high quality art and cultural experiences through Te Tuhi's exhibition and education programmes featuring leading national and international contemporary artists.

Te Tuhi 2015–16

182,499 visitors

17 exhibitions

46 artists

17 new artworks commissioned

4,661 school students

120 workshops & classes

25 public talks

A small number of recent highlights follow.

- Te Tuhi, in association with the Auckland Arts Festival, has commissioned a major new work by artist Yona Lee, running from March to November 2017. Lee's largest and most ambitious work to date *In Transit (Arrival)* explores the structure and pulse of civilisation through a vast entangled structure made of stainless steel tube commonly used as barriers and handrails in train stations and airports around the world. Interwoven throughout the structure will be a miscellany of everyday objects ranging from coat hangers to bus handles and from street signs to umbrellas. Through this elaborate construction, Lee provides an intriguing framework to consider the objects that surround us, the infrastructures that mobilise and the systems that control.
- In August 2016, Te Tuhi presented *Share/Cheat/Unite*, an exhibition in three parts: a group show, a research initiative and a series of live offsite commissions. *Share/Cheat/Unite* was also an experiment in curatorial practice, intentionally seeking out an emergent proposition rather than a didactic theme. The group show featured an international selection of existing artworks that unpacked social psychology by addressing a range of socio-political topics through photography, design, documented performance, collaborative and video-based practices. The research initiative, run by artist and academic Melissa Laing, was a month-long programme of discussions, workshops and lectures exploring the importance of conversation in artistic practices. The live commissions featured a series of 8 offsite artworks by local artists that reached an audience of over 6,500.

- In November 2016 Kalisolaite 'Uhila opened his first solo exhibition since his inclusion in the 2014 Walter's Prize. *Pigs in the Yard II* is a new Te Tuhi commission in which 'Uhila revisits an earlier series of works investigating the relationship between humans and pigs. The first iteration was a performance in which 'Uhila reversed the relationship of humans and animals by allowing a group of pigs to run free while the artist and the audience were confined behind fences. In a later work he shared a container with a piglet for a week. For Te Tuhi, 'Uhila develops this inquiry further through a video installation documenting the life of pigs and the cooking of a whole pig as a live action.
- Also in November 2016, Te Tuhi opened *Dream Dialects*, a solo exhibition of online, offsite and gallery-based artworks by Jem Noble, a British artist based in Vancouver (Unceded Coast Salish Territories) and Melbourne (Kulin Nation). In this Te Tuhi-commissioned exhibition, Noble draws from ongoing research investigating technical media artefacts and processes as intimate entanglements of matter, subjectivity and culture, through which the conditions of globalisation are both produced and contested. Specifically, the exhibition includes a series of responses to the New Zealand film *Sleeping Dogs* (1977), directed by Roger Donaldson, and to the novel *Smith's Dream* (1971), by C. K. Stead, on which the film is based.
- Since 2007 Te Tuhi, in partnership with the Fisher family, has supported the development of emerging New Zealand artists with the Iris Fisher Scholarship, a national award of \$5,000. Te Tuhi's 2016-2017 exhibition season featured exhibitions by five previous Iris Fisher Scholars, including Hannah Valentine (2016), Katrina Beekhuis (2015), Charlotte Drayton (2014), Kalisolaite 'Uhila (2013), and Jeremy Leatinu'u (2009).

Te Tuhi has ambitious plans for the next three years and will continue to develop its successful and aspirational programmes, both onsite and offsite, with a particular focus on increasing and diversifying audiences both for Te Tuhi and for the arts and culture sector across Auckland. Te Tuhi's success and growth is based upon a reputation for innovation and placemaking, however there continue to be significant challenges for the future of Te Tuhi.

The biggest threat to Te Tuhi/CAF is that posed by the considerable impact of Auckland Transport's AMETI project – the Reeves Road Flyover in particular. This project will have significant financial, structural, aesthetic and environmental impacts on Te Tuhi's existing operations. The Contemporary Art Foundation seeks to maintain the existing operation in Pakuranga for as long as viably possible and will continue to work with key project stakeholders to secure the future of Te Tuhi while at the same time pursuing options which may include substantial mitigation work and/or relocation of part or all of its programmes to more appropriate venues.

Since 2008/09 CAF has had a real terms decrease in funding from Auckland Council of 7%, and an increase in depreciation charges of 70% resulting from Auckland Council's requirement for CAF to revalue the building. As a result the amount of funding available for Te Tuhi's operating costs has fallen from 50% in 2008/09 to a projected 44% in 2016/17. This is creating a significantly increased income generation burden for Te Tuhi. In addition, the impact of AMETI and the resulting uncertainty around the future of the building in Pakuranga is having a significant negative impact on Te Tuhi's ability to raise funds from grants and commercial activities. Te Tuhi is working to increase income from existing commercial activities by improvements in efficiency and reach, however, CAF requests an increase in funding from Auckland Council of \$47,027 to cover increased depreciation.

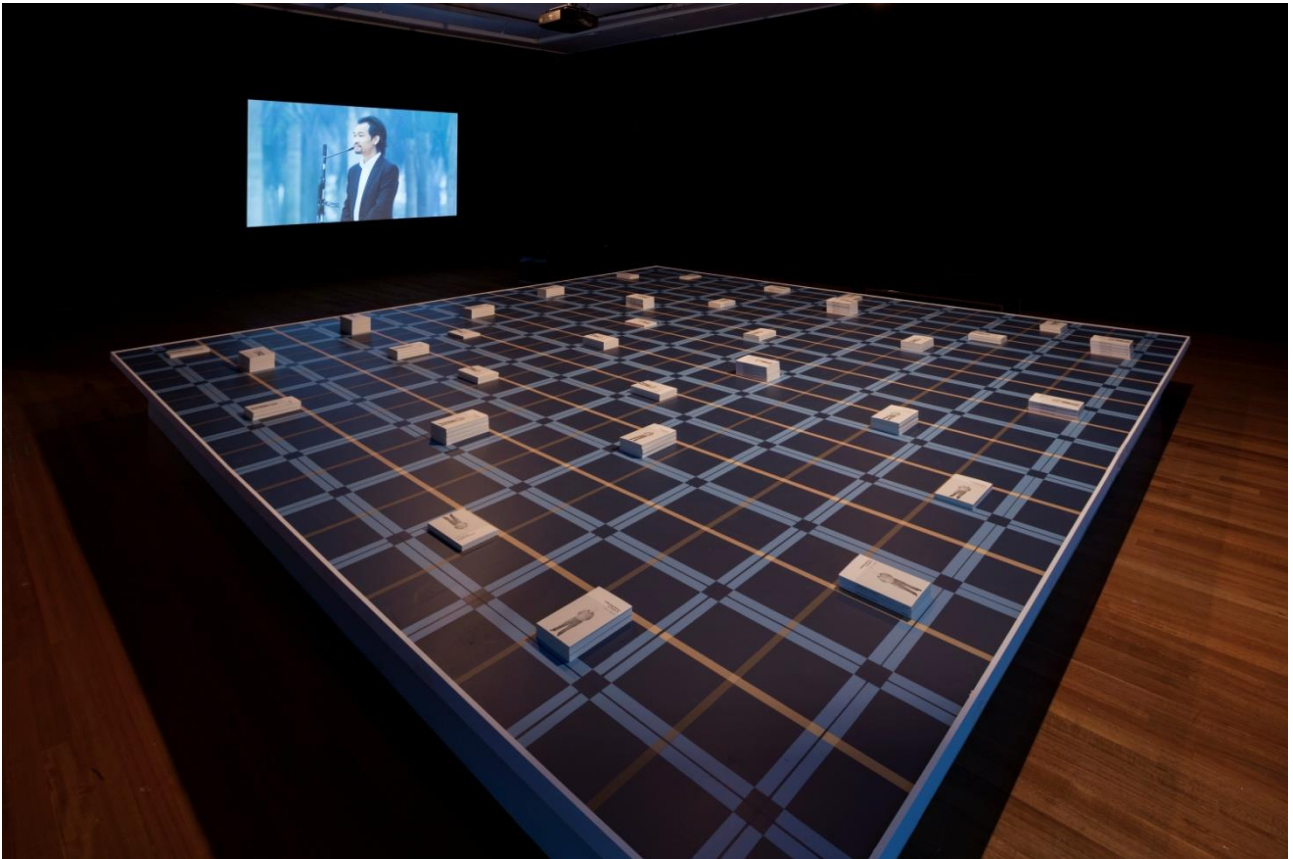
While these are significant challenges for the future, CAF looks forward to continuing to make significant contributions to the ecosystem of contemporary art in Auckland and beyond.

Brenda Chappell
Chair

Hiraani Himona
Chief Executive Officer

2. PURPOSE OF STATEMENT OF INTENT

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of the Contemporary Art Foundation for the next three years, and the objectives that those activities will contribute to. This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability.



Background

Hu Xiangqian

Speech at the edge of the world, 2014

(video still) single channel HD video, 12:31 min

courtesy of Long March Space, Beijing

Foreground

Yu Cheng-chou

A Working History Lu Chieh-Te, 2012

installation, booklet (Chinese & English), 13 x 21 cm, 210 pages, pattern painted on wooden deck, 500 x 500 cm

commissioned by Taipei Contemporary Centre in Taipei for the exhibition *Trading Futures*, 2012

commissioned by Te Tuhi in Auckland for the exhibition *Share/Cheat/Unite*, 2016

photo by Sam Hartnett

Cover page

Yona Lee

In Transit, 2016 (install view)

LOOP Alternative Space, Seoul

courtesy of the artist

3. ABOUT THE CONTEMPORARY ART FOUNDATION (CAF)

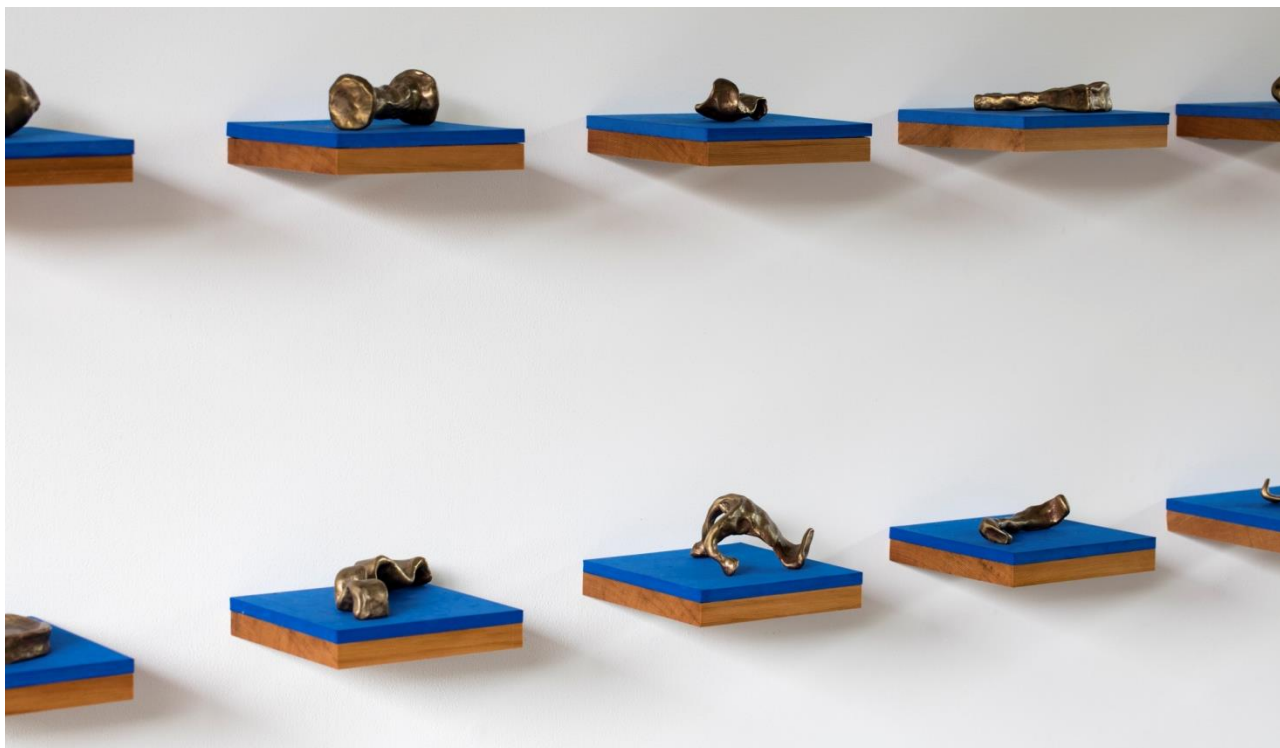
CAF is a Council Controlled Organisation under the Local Government Act 2002, established with the assistance of the former Manukau City Council, now Auckland Council and incorporated under the Charitable Trusts Act 1957 in September 2000.

The objects of CAF are to promote, encourage and support the arts within Auckland for the benefit and enjoyment of the Auckland Community and the public at large. The support, promotion and encouragement of the arts within Auckland may include without limitation:

- The purchase and/or lease of property within Auckland and the development of facilities on that property or properties that will enable the greater Auckland community and the public at large to enjoy and experience the arts.
- The provision of grants and/or loans either with or without interest, to any organisation, group or society within Auckland that is involved with the arts in any of their forms.
- Any other action, initiative or programme in relation to the arts that benefits the city and Auckland community and public at large.

CAF delivers high quality contemporary art to the Auckland region through the Te Tuhi Contemporary Art Trust (Te Tuhi). Both CAF and the Te Tuhi are registered charitable trusts and not-for-profit entities. Te Tuhi receives funds from CAF to deliver on the funding agreement with Auckland Council. Funding from Auckland Council amounts to approximately 40% of its annual running costs. Te Tuhi proactively raises its operational shortfall through a range of activities including grants, sales of Te Tuhi products, art classes and the hiring of spaces within the gallery complex. It also relies on the support of individuals and private organisations.

The joint delivery mechanism provides a dynamic model of financial viability, and enables Te Tuhi to be fleet footed and responsive to new opportunities as they arise.



Hannah Valentine
Grips, Slips, of space, a memory, 2016 (install view)
commissioned by Te Tuhi, Auckland
photo by Sam Hartnett

4. ABOUT TE TUHI CONTEMPORARY ART TRUST (TE TUHI)

Te Tuhi, the mark of a great explorer

"A national leader in presenting international and New Zealand artists' work that engages with the world."

– Mark Amery, The Big Idea

Te Tuhi's name was gifted by the tangata whenua Ngā Tai Iwi (the local indigenous tribe) and is in reference to their ancestor Manawatere a great explorer who signalled his arrival in Aotearoa New Zealand by making his tuhi, or mark, on a pohutukawa tree using karamea, a red ochre.

Te Tuhi, strives to live up to this legacy of exploration by being one of New Zealand's foremost contemporary art spaces known for its core function of commissioning ambitious new artworks by a diverse selection of artists.

The organisation is also renowned for supporting curatorial research resulting in exhibitions that are locally engaged, regionally responsive and internationally ambitious with a strong awareness of social, political and environmental issues.

Te Tuhi's annual programmes include four seasons of major group and solo exhibitions and a series of live events and offsite projects.

These are supported by a range of education and public programs that actively engage school students, local artists and makers, community and cultural organisations and the general public with the contemporary art world.

Te Tuhi's Legacy

"Te Tuhi is rapidly turning into the most important contemporary art institution in Auckland."

– John Hurrell, Eye Contact

Te Tuhi has worked with many nationally and internationally established artists such as The Otolith Group, Jonathas de Andrade, L. Budd, Phil Dadson, Julian Dashper, Tehching Hsieh, Dieneke Jansen, Maddie Leach, Alex Monteith, Kate Newby, Michael Parekowhai, William Pope.L, James Richards, Ann Shelton, Santiago Sierra and Artur Zmijewski.

In recognising emerging artistic talent, Te Tuhi has also been influential in the careers of artists such as Sonya Lacey, Louise Menzies, Sorawit Songsataya, Shannon Te Ao, Luke Willis Thompson and Kalisolaite 'Uhila amongst many others whose artworks commissioned by Te Tuhi have been nominated for national and international art awards or acquired for significant collections and exhibited in galleries and museums around the world.

Te Tuhi's history can be traced back to the 1960s with the formation of the Pakuranga Arts Society. Founded by a group of forward-thinking creative women, the Arts Society held their first meetings in a garden shed before going on to open New Zealand's first purpose-built arts centre in 1975. In the decades that followed, Te Tuhi created a legacy of supporting the careers of New Zealand's most accomplished artists.



Annual Funding Agreement

CONTEMPORARY ART FOUNDATION

Council Controlled Organisation
Statement of Intent

Strategic Plan

May deliver:

- exceptional strategic projects
- exceptional building maintenance

Management Agreement & Licence to Occupy sub-contracts fulfilling Auckland Council grant requirements

te tuhi
contemporary art trust

Strategic Plan which fulfils CAF Strategic Plan

Delivery of CAF Council grant requirements plus other arts, culture and community activities.

Raises more than 55% of funds from commercial and charitable sources

Lessee

Owner
May deliver exceptional building maintenance

Management Agreement & Licence to Occupy grants occupation for sole purpose of fulfilling management agreement

Responsible for building maintenance

13 Reeves Road

Subleases

- MSO
- Cafe
- Barnardos

Reserve land

5. CONTEMPORARY ART FOUNDATION & TE TUHI CONTEMPORARY ART TRUST STRATEGIC AIMS

Aims

1. To be at the forefront of researching and commissioning contemporary art in New Zealand and a leader in supporting experimental practice and processes.
2. To respect the Treaty of Waitangi, reflect Auckland's cultural identity and work to increase the diversity of participants and audiences in the arts and creative sector.
3. To provide engagement and participation opportunities and to encourage debate.
4. To better communicate with, and grow, our audiences.
5. To provide arts, creative, and community facilities .
6. To contribute to the arts and creative sector throughout Auckland and New Zealand.
7. To be a socially responsible, sustainable and resilient organisation, managed and governed in line with national and international best practice.



Kalisolaite 'Uhila
Pigs in the yard II, 2016 (installation view)
documentation, HD video, 15:23 mins
filmed by Max Bellamy
commissioned by Te Tuhi, Auckland
photo by Sam Hartnett

6. THREE YEAR WORKPLAN TO DELIVER ON STRATEGIC DIRECTION

The following are the key initiatives/projects to deliver on the strategic aims:

Key project and initiatives	Description	Contribution to strategic aims
Exhibition Programme	<p>Solo and Group Exhibitions:</p> <ul style="list-style-type: none"> Internationally recognised artists who have not been exhibited in a public space in Auckland for a significant period of time, and have an idea for a project or show which compellingly engages with Te Tuhi's spaces and audience. Nationally recognised artists who may already have had a solo show in Auckland, but not on the scale that Te Tuhi can provide and who are sufficiently accomplished to be able to rise to the challenge. Local emerging and mid-career artists whose work is of a high standard and whose work might be under-represented within the art scene nationally. <p>Smaller Projects: A variety of small-scale platforms for artists to experiment within set restrictions:</p> <ul style="list-style-type: none"> Project Wall: an ongoing series that explores wall-based work. Situated in Te Tuhi's busy foyer this is one of the gallery's most visible exhibition spaces. Billboards: an ongoing series of public billboards, located across the road from the gallery. Speaker Space: an experimental platform for sound works, located at the entrance of Te Tuhi. <p>Offsite Programme The offsite programme includes outdoor projects, pop-up, temporary, or semi-permanent exhibition spaces in venues across Auckland and beyond.</p>	1,2,3,4,5,6,7
Residencies and Scholarships	<p>Develop artists' practices with practical support, resulting in new work and public participation. Including:</p> <p>Creative Industries Residencies Supporting emerging creative industries professionals with studio space and/or mentoring.</p> <p>Emerging Artist Residencies Residencies for emerging artists at Pakuranga, including community engagement practices.</p> <p>Iris Fisher Scholarship A \$5,000 annual award to support a postgraduate student enrolled in the visual arts.</p>	1,2,3,4,5,6,7
Public Programme	<p>Artist Talks Artist talks give the public a unique opportunity to learn more about their ideas and work.</p>	1,2,3,4,5,6,7

Key project and initiatives	Description	Contribution to strategic aims
	<p>Live Art, Performance and Film Programme The programme encompasses sound, performance and social engagement practices.</p>	
Publications	Te Tuhi publishes a range of publications that document the exhibition programme and engage in critical dialogue through short and long form essays by some of New Zealand’s leading art writers and academics.	1,2,3,4,5,6,7
Schools Programme	<p>Te Tuhi’s programme offers primary, intermediate and secondary school students and teachers a creative experience that builds on classroom learning and underpins the principles of the National Curriculum and Government priorities.</p> <p>Practical art-making workshops – 2 and a half hour long workshops related to specific themes, incorporating an introduction to the art gallery context and works currently on display in the gallery, and art-making that builds practical and analytical skills.</p> <p>Tailored projects and workshops – developed with and for groups of students, individual schools and teachers, we offer a range of tailored projects and workshops including in-depth gallery tours and activities; secondary student development programmes, collaborative artist-led projects, and residencies for artists in schools.</p> <p>Digital resources – Te Tuhi offers a range of digital resources to be used either in conjunction with a visit to Te Tuhi, or as stand-alone resources for schools.</p>	1,2,3,4,5,6,7
Youth Programme	<p>Top Art Top Art is a touring exhibition of Level 3 secondary visual art portfolios which achieved the highest grades in the country. We display this and invite students to view the work and receive talks and workshops around how to prepare a successful portfolio. 12 east Auckland schools present their own portfolios in an exhibition that runs alongside the national touring show.</p> <p>5 days in the Art World Young people from across Auckland schools apply to participate in a week long intensive university level art workshop.</p> <p>Future Animators at Manurewa High School Year 12 Animation students at Manurewa High School create works inspired by the gallery interior spaces. Te Tuhi’s educator works with students and their teacher in the school in a programme designed to complement their digital technologies unit. The final works are exhibited in the Te Tuhi foyer.</p>	1,2,3,4,5,6,7
Art and Creative Industry Classes	Art Today is a 3 year-long course about contemporary art. This course acts as an introduction to the inspiring and provocative world of art today – from the unique perspective of Auckland. Students learn to negotiate the complex system of politics, practice, philosophy, economics and jargon which contemporary art offers the viewer and in doing so become active participants	2,3,4,5,6,7

Key project and initiatives	Description	Contribution to strategic aims
	<p>in the arts community.</p> <p>The Nanette Cameron School offers a two year course teaching the basics of interior design, along with other design and professional development classes.</p> <p>Art classes for adults and children including drawing, painting, mixed media and clay.</p>	
Sector Development	<p>Contributing to the arts and creative sector throughout Auckland and New Zealand through collaborations with the wider sector.</p> <p>To play a critical part in delivering the outcomes and targets of: the Auckland Plan; Auckland's Arts and Culture Strategic Action Plan; the Arts and Culture Plan for the Howick Local Board Area; the Economic Strategy; and the Maori Plan.</p>	1,2,3,5,6
Marketing & Communications	<p>Increase Te Tuhi's digital presence, including an informative and inspiring website, integrated with blogs, social media and other digital content.</p> <p>Increasing Te Tuhi's marketing savvy and brand presentation in order to raise the profile of the gallery and grow audiences.</p> <p>Recognising and celebrating the history of Te Tuhi, including researching, developing and providing access to the archives.</p>	1,2,3,4,5,6,7
Development	<p>Increasing income from existing commercial activity through improved efficiency and increasing reach.</p> <p>Increasing income through additional activity such as sales of products and editions, including Ngatahi Editions and Publications at Auckland Art Fair.</p> <p>Investigate new models of support from individuals and events.</p>	1,2,3,4,5,6,7
Management & Governance	<p>Review systems, policies and procedures to ensure that Te Tuhi is operating in line with best practice in all areas of work.</p>	1,2,3,4,5,6,7

Specific projects delivering on Māori outcomes

Te Tuhi recognises both mataawaka and mana whenua in its activities.

Key project and initiatives	Description	Contribution to Māori outcomes
Exhibition Programme	To showcase contemporary Māori art and provide opportunities for Maori artists.	Promote distinct identity Ensure sustainable futures Develop vibrant communities Improve quality of life
Public Programme	To showcase contemporary Māori art and provide opportunities for Maori artists.	Promote distinct identity Ensure sustainable futures Develop vibrant communities Improve quality of life
Schools Programme	To showcase contemporary Māori art and develop opportunities for Maori school children to engage with the arts and creative sector as	Promote distinct identity Ensure sustainable futures Develop vibrant communities

Key project and initiatives	Description	Contribution to Māori outcomes
	audiences and participants and highlight vocational pathways into the creative sector.	Improve quality of life
Youth Programme	To showcase contemporary Māori practice and develop opportunities for Maori young people to engage with the arts and creative sector as audiences and participants and highlight vocational pathways into the creative sector.	Promote distinct identity Ensure sustainable futures Develop vibrant communities Improve quality of life



Mission Heights Primary School students participate in a Te Tuhi gallery visit with Schools Education Manager Jeremy Leatinu'u. These guided visits are designed to encourage innovative engagement with Te Tuhi's current exhibitions and sit alongside crafted school programmes giving students confidence to explore and develop ideas through creative means.

7. THE CONTEMPORARY ART FOUNDATION'S CONTRIBUTION TO THE WORLD'S MOST LIVEABLE CITY

Through its strategic objectives and key projects and initiatives the Contemporary Art Foundation plays a critical part in delivering on outcomes and targets from:

- the Auckland Plan;
- Auckland's Arts and Culture Strategic Action Plan;
- the Arts and Culture Plan for Howick Local Board;
- the Economic Development Strategy; and
- The Maori Plan.

Strategic Aims

1. To be at the forefront of researching and commissioning contemporary art in New Zealand and a leader in supporting experimental practice and processes.
2. To respect the Treaty of Waitangi, reflect Auckland's cultural identity and work to increase the diversity of participants and audiences in the arts and creative sector.
3. To provide engagement and participation opportunities and to encourage debate.
4. To better communicate with, and grow, our audiences.
5. To provide arts, creative, and community facilities.
6. To contribute to the arts and creative sector throughout Auckland and New Zealand.
7. To be a socially responsible, sustainable and resilient organisation, managed and governed in line with national and international best practice.

Key Projects and Initiatives

1. Exhibition Programme
2. Residencies and Scholarships
3. Public Programme
4. Publications
5. Schools Programme
6. Youth Programme
7. Art and Creative Industry Classes

Degree of contribution: Primary/ Secondary / Not applicable

Auckland Plan Outcomes	Degree of contribution	How the Contemporary Art Foundation contributes
A fair, safe and healthy Auckland	Secondary	Strategic Aims: 2,3,4,5 Key Projects and Initiatives: 1,2,3,4,5,6,7
An Auckland of prosperity and opportunity	Secondary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
A beautiful Auckland, loved by its people	Secondary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
A culturally rich and creative Auckland	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
A Maori identity that is Auckland's point of difference in the world	Primary	Strategic Aims: 1,2,3,4,5,6 Key Projects and Initiatives: 1,2,3,4,5,6

Auckland's Arts and Culture Strategic Action Plan Goals	Degree of contribution	How the Contemporary Art Foundation contributes
All Aucklanders can access and participate in arts and culture	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
Auckland values and invests in arts and culture	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
A network of vibrant arts and culture organisations and facilities	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
Arts and culture is intrinsic to Auckland's place-making	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
Auckland celebrates a unique cultural identity	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
Auckland has a robust and flourishing creative economy	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7

Howick Local Board Arts and Culture Plan	Degree of contribution	How the Contemporary Art Foundation contributes
A strong arts and culture infrastructure	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7
Events and programmes that showcase arts and culture	Primary	Strategic Aims: 1,2,3,4,5 Key Projects and Initiatives: 1,2,3,4,5,6,7
Community development, social cohesion and positive cultural diversity	Primary	Strategic Aims: 1,2,3,4,5,6 Key Projects and Initiatives: 1,2,3,4,5,6,7

The Economic Development Strategy	Degree of contribution	How the Contemporary Art Foundation contributes
Develop a vibrant, creative international city	Primary	Strategic Aims: 1,2,3,4,5,6,7 Key Projects and Initiatives: 1,2,3,4,5,6,7

The Maori Plan	Degree of contribution	How the Contemporary Art Foundation contributes
Develop vibrant communities	Secondary	Strategic Aims: 1,2,3,4,5 Key Projects and Initiatives: 1,2,3,4,5,6,7
Improve quality of life	Secondary	Strategic Aims: 1,2,3,4,5 Key Projects and Initiatives: 1,2,3,4,5,6,7
Promote distinct identity	Primary	Strategic Aims: 1,2,3,4,5 Key Projects and Initiatives: 1,2,3,4,5,6,7
Ensure sustainable futures	Primary	Strategic Aims: 1,2,3,4,5 Key Projects and Initiatives: 1,2,3,4,5,6,7

8. PERFORMANCE OUTLOOK

The Contemporary Art Foundation has an agreed set of performance measures and targets which form the basis for accountability to delivering on council's strategic direction, priorities and targets. These are reported on a six monthly basis.



Jem Noble
Dream Dialects, 2016 (installation view)
commissioned by Te Tuhi, Auckland
photo by Sam Hartnett

Objectives	Auckland Plan Directive	Toi Whitiki Goal	Toi Whitiki Objective	Key Performance Measures	2015/16 Actual	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target
Young people have opportunities to participate in the activities and programmes of the gallery	1.1	1. All Aucklanders can access and participate in arts and culture	Increase opportunities for Aucklanders to experience and participate in arts and culture	Target a minimum number of students participating in the Learning Experience Outside of the Classroom (LEOTC) programmes per annum. Present a minimum number of exhibitions, programmes, performances or events that includes work from young artists. Provide a minimum number of children's art classes per annum	4,661 4	5,026 3	5,026 3	5,026 3	5,026 3
The activities and programmes offered by the gallery are inclusive and accessible to all; older people have opportunities to participate in the activities and programmes of the gallery.	1.11 1.12	1. All Aucklanders can access and participate in arts and culture	Remove barriers to access and participation	Proactively target a minimum number of engagements with the gallery per annum by disadvantaged and/or disabled groups (eg IHC, brain injury, retirement villages, rest homes)		10	10	10	10
The activities/programme is family-friendly	1.2	1. All Aucklanders can access and participate in arts and culture	Increase opportunities for Aucklanders to experience and participate in arts and culture	Present a minimum number of exhibitions, events or performances per annum targeted at families or for an intergenerational audience.		4	4	4	4
The activities/programme includes Maori values, kaupapa Maori or Matuaranga Maori considerations that allow participants to experience Maori traditions and world views; and/or that allow Maori to participate in the activities/programme; and/or there are direct outcomes of the activities/programme for Maori people.	2.5	5. Auckland celebrates a unique cultural identity.	Celebrate Maori and their culture as a point of difference.	Present a minimum number of exhibitions, events or performances per annum that includes Maori artists and/or a Maori world view.	6	2	2	2	2
The activities/programme reflects the diversity of culture in Auckland; including the use of languages and/or other forms of cultural expression.	3.1 3.2	5. Auckland celebrates a unique cultural identity. 1. All Aucklanders can access and participate in arts and culture	Promote Auckland as a creative city with a unique cultural identity. Remove barriers to access and participation	Present a minimum number of exhibitions, events or performances per annum showcasing works of diverse ethnicities Establish a benchmark of diverse ethnicities attending the gallery, as a new measure		8	8	8	8

Objectives	Auckland Plan Directive	Toi Whitiki Goal	Toi Whitiki Objective	Key Performance Measures	2015/16 Actual	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target
The activities/programme contributes to Auckland's vibrancy, sense of community and economy	3.3	1. All Aucklanders can access and participate in arts and culture	Increase opportunities for Aucklanders to experience and participate in arts and culture	Target a minimum number of attendees to the gallery per annum.	182,499	150,000	150,000	150,000	150,000
				Target a minimum number of exhibitions to be mounted per annum (including young artists and offsite exhibitions)	17	12	12	12	12
				Target a minimum number of public forums, seminars, lectures, panel discussions, artist floor talks or performances throughout the year.	25	15	15	15	15
Foster and encourage the development of the creative sector	3.4	6. Auckland has a robust and flourishing creative economy	Better communicate what's on offer	Target a minimum percentage of positive responses for both visitors and programme participants over the year.		80%	80%	80%	80%
				Increase customer reach by a minimum percentage through database and social media and digital media.		10%	10%	10%	10%
				Provide a minimum number of adult classes per annum, including art classes, interior design classes and introduction to contemporary art classes..		56	56	56	56
The gallery contributes to a balanced network of cultural facilities and programmes across Auckland	3.5	3. A network of vibrant arts and culture organisations and facilities	Champion the creative sector to grow Auckland's economy. Provide a regional spread of vibrant diverse and affordable creative spaces. Support a network of complementary arts and cultural institutions and facilities.	Increase generated income by a minimum percentage per annum		2%	2%	2%	2%
				Include a minimum number of offsite exhibitions per annum	2	1	1	1	1
				Target a minimum number of events per annum that require a partnership with community groups	9	6	6	6	6

9. SUMMARY OF FINANCIALS

The following summary of financials supports the delivery of the strategic objectives and performance targets for the Contemporary Art Trust

Operating expenditure	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Income					
Auckland Council funding	547,612	556,410	560,301	565,904	571,563
Sub-leases	75,044	75,038	75,794	76,552	77,318
Te Tuhi rent	12,000	12,000	12,000	12,000	12,000
Interest	23,066	12,000	3,163	2,388	2,169
Total income	657,722	652,282	651,258	656,843	663,049
Expenditure					
Funding of TTCAT	568,051	561,103	559,000	545,000	535,000
Te Tuhi Development	13,396	0	0	0	0
Audit Fees	6,270	7,000	7,350	7,718	8,103
Insurance	3,870	5,000	5,250	5,513	5,788
Professional fees and costs	10,008	1,500	1,500	1,500	1,500
Other Expenses	325	3,999	4,524	4,550	4,577
Depreciation	99,026	115,404	115,404	115,404	115,404
Interest	54,114	29,361	14,123	8,970	3,508
Total expenditure	755,060	723,367	707,151	688,654	673,881
Gain on revaluation of property	1,026,236	0	0	0	0
Surplus/(deficit)	928,898	-71,085	-55,892	-31,811	-10,832

To ensure transparency of Auckland Council's grant income, CAF will supply the Te Tuhi Contemporary Art Trust budgets and actuals in its Half Year and Annual reports.

Other financial information

Current value of assets	The current value of the Contemporary Art Foundation assets as at 30/06/2016 is \$6,176,747
Shareholder equity ratio	The latest shareholder equity ratio for the Contemporary Art Foundation as at 30/06/2016 is \$
Accounting Policies	The Contemporary Art Foundation's accounting policies are consistent with the requirements of the Local Government Act 2002.
Financial Reporting	The Contemporary Art Trust financial reporting is in accordance with requirements of the CCO Governance Manual.

10. APPROACH TO GOVERNANCE

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual which sits alongside this SOI and also forms part of the annual binding agreement between council and the Contemporary Art Foundation.

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009):

Purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	12 Jun 2017	Advertisement in local paper
Consider performance against SOI targets	6 Nov 2017	Advertisement in local paper