

CONTEMPORARY
ART
FOUNDATION

2021-24 Statement of Intent



Darcell Apelu, *A Death of Prosperity*, 2020 (installation view). Commissioned by Te Tuhi, Tāmaki Makaurau Auckland. Photo by Sam Hartnett.

TeTuhi



1. CHAIR & CHIEF EXECUTIVE FOREWORD

The Board of Trustees of the Contemporary Art Foundation (CAF) is pleased to present its Statement of Intent for 1 July 2021 to 30 June 2024.

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

Recent Highlights

2020 was a year heavily impacted by the global pandemic, with repercussions continuing to be felt into 2021. Despite these challenges, CAF has continued to deliver its core programme throughout, pivoting to online for some activity and developing its digital offering in general. In addition to its core programme, CAF has instigated new projects and initiatives that enhance its ability to deliver on its strategic purpose, contributing meaningfully to developing artists and their practices, audiences and the sector. Some highlights:

Exhibitions & Public Programmes

In 2020 we programmed 15 exhibitions featuring 38 local and international artists and 15 commissioned works. Te Tuhi is bigger than a building: although onsite activity was reduced due to Covid-19 restrictions, for the first time we showed three online-only exhibitions, and presented a major offsite project at Aotea Centre in association with Auckland Arts Festival 2020. Our billboards on Reeves Road and at Parnell Station have continued to show new commissions, and a new digital billboard on an external wall of the gallery adds a new dimension to Te Tuhi's programme.

Te Tuhi launched a new brand identity and website mid 2020, featuring a digital archive of past exhibitions back to 1984, with content being digitised and loaded weekly.

Professional Development

In 2020 Te Tuhi launched a full-time, fixed term paid curatorial internship, providing the opportunity for an emerging professional to curate a programme of exhibitions and events at Parnell Station. Te Tuhi has also established a graduate studio residency at Te Tuhi Studios at Parnell Station, for a recent Masters level graduate artist. The residency provides one year of free studio accommodation within Te Tuhi Studios, along with mentoring from Te Tuhi's programme team.

Children & Young People

Te Tuhi's schools programme continued to reach large numbers of students throughout the year, even during lockdown, when the programme of practical art lessons and discussion of exhibitions was delivered via Zoom.

Separately, each exhibition is accompanied with an activity sheet connecting younger visitors to the gallery with the art in an accessible and fun way.

Sector Development

In 2020 CAF secured a grant from Creative New Zealand on behalf of the Aotearoa Public Gallery Directors Network (APGDN) to commission and publish a fortnightly series of new independent writing on contemporary art, to be published on the website ArtNow.nz.

APGDN is an informal consortium of directors of publicly funded galleries from around Aotearoa New Zealand. It meets occasionally to share knowledge and advice and find collective means to improve their organisations' visibility, support the arts ecosystem in Aotearoa New Zealand, and foster audience engagement. The intention to establish this digital initiative fostering new art writing was conceived during lockdown in partnership with ArtNow.

Creative Community Development

Te Tuhi has been playing an active role in our community. Arts Out East, the arts brokering service supported by Howick Local Board, was established to support local creatives to put on widely attended exhibitions and events in the area.

In mid 2020 Te Tuhi created, with Rescare Homes Trust and The University of Auckland, Aotearoa's first training café for people with intellectual disabilities. Te Tuhi Café provides in-house training and paid employment for people with intellectual disabilities, through a community-based programme. The coffee is great, too.

Strategic Issues

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 on a reputation for innovation and placemaking, however there continue to be significant challenges for the future of Te Tuhi.

Auckland Council is carrying out a review of legacy CCOs, and a review of the Cultural Heritage Sector as a whole. While CAF is not one of the institutions being reviewed under the Cultural Heritage Sector review, the outcome of this review will have an impact on the wider sector. CAF acknowledges the need for consistency across the governance of arts institutions, and supports the proposal to bring arts institutions across Auckland under one governing body. CAF has requested that any review of its CCO status be held until the outcome of the Cultural Heritage Sector review is known, so that it can align with the sector in the most appropriate way.

The effects of the Covid-19 pandemic are evident in the outcomes for CAF in both the 2019-20 and 2020-21 financial years. CAF has seen a reduction in activities provided and visitor numbers. Financial losses as a result of reduced activity are yet to be fully quantified.

In the 2021 to 2024 period Te Tuhi faces considerable uncertainty for its future operation in Pakuranga due to the impact of Auckland Transport's Eastern busway project, and the Reeves Road Flyover in particular. Te Tuhi is committed to engaging fully with Auckland Transport to ensure the best possible outcomes from the design process, with a view to mitigating as much as possible any negative environmental and operational impacts, particularly around the provision of parking for access to the Pakuranga building.

The road works, which began in 2019 and will continue for an estimated four to five years, will have a considerable impact on Te Tuhi's ability to raise 60% of its operational budget from commercial activity, and its ability to maintain visitor numbers.

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.

Both the Covid-19 pandemic and the impacts of the Eastern busway project have substantial implications for the financial outlook of CAF in the next three year period. The Trustees have considered the uncertainties around the provision of services at the current Pakuranga site and have set aside additional reserve funds to mitigate these uncertainties.

Since 2008/09 CAF has had a real-terms decrease in funding from Auckland Council of nearly 8% or \$48,000, and an increase in depreciation charges of 270% or \$114,000. As a result, the amount of funding available for Te Tuhi's operating costs has fallen from 52% in 2008/09 to 41% in 2019/20. This is creating a significantly increased burden of income generation for Te Tuhi.

In order to maintain a reasonable level of funding to Te Tuhi to deliver the requirements of its funding agreement with Auckland Council, CAF has reported a cash surplus, but an accounting deficit, since 2011/12.

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.

James McCarthy
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.



Visesio Siasau, *NGATU 'o VAVANGA 'ATALOA*, 2020 (installation view). In collaboration with Serene Tay and Saimone Fonohema. Commissioned by Te Tuhi, Tāmaki Makaurau Auckland. Photo by Sam Hartnett.

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 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.

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

Te Tuhi is one of Aotearoa New Zealand's foremost contemporary art organisations, known for commissioning ambitious new works by diverse artists. Te Tuhi is 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 primary focus is on commissioning new work by creating stimulating contexts for artists to respond and work within. Te Tuhi emphasises artistic process and practice, always placing the artist at the core of the programme.

Te Tuhi also leads the field in delivering a strong programme of community engagement through its public programme. Te Tuhi offers participation and engagement programmes integrated with its exhibitions and public events providing formative art experiences for schools, local residents, community groups and people of all backgrounds and ages.

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.

"A national leader in presenting international and New Zealand artists' work that engages with the world."
– Mark Amery, The Big Idea

5. CONTEMPORARY ART FOUNDATION & TE TUHI CONTEMPORARY ART TRUST STRATEGY

Core purpose

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

Ambition

To contribute meaningfully to the local and international art community: developing artists and their practices, engaged audiences, and the sector.

Aims

1. To be at the forefront of contemporary art research and commissioning in Aotearoa New Zealand, and a leader in supporting experimental practices.
2. To engage as partners in Te Tiriti o Waitangi, building and maintaining strong working relationships with mana whenua. To actively support the use of te reo Māori in all areas of our work.
3. To effectively engage our audiences, and develop new audiences, inviting participation and making space for critical discussion.
4. To play a significant role in the arts and culture sector in Tāmaki Makaurau Auckland and Aotearoa New Zealand: advocating for the value of the arts, enhancing the visibility of contemporary art and artists, and supporting collaboration, sustainability and equity.
5. To have a distinct voice that acknowledges Tāmaki Makaurau's cultural and creative identities, and to work to increase the diversity of artists, audiences and the workforce in the sector.
6. To develop and sustain meaningful relationships with our wider community. To provide arts, creative, and community facilities for the benefit of the wider public.
7. To be a socially accountable, environmentally sustainable, and financially resilient organisation, whose governance and everyday practices align with these principles.



Ana Iti, *Kimihia te āhua*, 2020 (installation view, Reeves Road). Commissioned by Te Tuhi, Tāmaki Makaurau Auckland. Photo by Sam Hartnett.

6. THREE YEAR WORKPLAN

This section outlines our strategic programmes over the next three years to support our strategic aims.

Key Programmes and Projects

Key projects and initiatives	Description
1. Exhibition Programme	<p>Te Tuhi has a focused curatorial programme of contemporary art that is locally engaged, regionally responsive and internationally ambitious. Te Tuhi's primary focus is on commissioning work, by offering stimulating contexts for artists to respond to and work within. The emphasis is on artistic process and practice, always placing the artist at the core of the programme.</p> <p>Te Tuhi exhibitions are presented at our Pakuranga gallery, and via an extensive offsite programme throughout Tāmaki Makaurau Auckland and beyond. Four exhibition 'seasons' form the core of the annual programme, each with associated public events, education and audience development plans.</p> <p>Exhibitions include group and solo shows, alongside smaller projects in the galleries, foyer spaces and offsite locations.</p> <p>Te Tuhi publications document specific exhibitions, and further engage in critical dialogue through short and long form essays.</p> <p>Te Tuhi digital programme adds to the physical exhibition programme, broadening the reach of artists and the gallery beyond the physical space.</p> <p>Te Tuhi online exhibition archive is a comprehensive record of an exhibition history spanning nearly 50 years.</p>
2. Professional Development Programmes	<p>Te Tuhi provides professional development opportunities for artists and arts professionals including:</p> <p>Iris Fisher Scholarship: A \$5,000 annual award to support a postgraduate student enrolled in the visual arts.</p> <p>Yorkshire Sculpture Park Residency: A six-week opportunity for an early career artist to work at Yorkshire Sculpture Park and networking opportunities in London.</p> <p>Artist Studios: Subsidised artist studios in a meanwhile complex, including sponsored graduate studios.</p> <p>Curatorial Internship: a full time, 18-month, paid training position for an emerging art curator.</p> <p>Visiting artists & arts professionals programme: a facilitated programme of international visitors providing learning opportunities for Aotearoa audiences through hosted talks and workshops and increasing international awareness of Aotearoa artists.</p>
3. Public Programme	<p>Te Tuhi's exhibition programme is supported by associated public events designed to effectively engage our audiences, inviting participation and making space for critical discussion. These include artist talks and guided tours of exhibitions.</p>
4. Children & Young People's Programmes	<p>Schools Programme</p> <p>Te Tuhi offers interactive, hands-on learning experiences in the Art Studio paired with educator-led tours of Te Tuhi's current exhibitions. Te Tuhi provides 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> <p>Children's art classes</p> <p>Te Tuhi offers a range of after-school and Saturday art classes for children aged 5-12 years old.</p> <p>Family activities</p>

Key projects and initiatives	Description
	<p>Te Tuhi provides self-guided activities designed to encourage children and their families to explore art and share ideas in a fun and creative way.</p> <p>Young People's Programme</p> <p>Te Tuhi Young Creatives is a long-term, peer-led youth programme that aims to engage young people in the world of contemporary art.</p>
5. Sector Development	Contributing to the arts and creative sector throughout Auckland and New Zealand through collaborations with the wider sector.
6. Creative Community Development	<p>Arts Out East</p> <p>Supporting creative activities in East Auckland through capacity building, brokering connections and providing funding.</p> <p>Art Today</p> <p>These year-long discussion groups provide an opportunity to learn about the world of contemporary art, developing students' confidence and understanding in experiencing today's art.</p> <p>Nanette Cameron School of Interior Design</p> <p>A two-year foundation course teaching the basics of interior design.</p> <p>Training Café for people with intellectual disabilities</p> <p>Te Tuhi's café is Aotearoa's first training café for people with intellectual disabilities, run in partnership with Rescare Homes Trust and the University of Auckland. The café provides in-house training and employment for people with intellectual disabilities through a community-based programme.</p> <p>Community Activities</p> <p>In addition to activities directly provided by Te Tuhi, a vast range of community groups run activities in Te Tuhi's building in Pakuranga including music and dance groups; health and wellbeing groups; social and support groups; and education providers.</p> <p>Te Tuhi subsidises space for independent groups that align with its core purpose including arts, youth, and disability programmes, and for creative practitioners to pilot commercial classes and activities.</p>

Management Activities

Key projects and initiatives	Description
Marketing & Communications	<p>Increase Te Tuhi's digital presence, including an informative and inspiring website, integrated with social media and other digital content.</p> <p>Increase Te Tuhi's marketing savvy and brand presentation to raise the profile of the gallery and grow audiences.</p>
Development	<p>Increase income from existing commercial activity through improved efficiency and increasing reach.</p> <p>Maximise income from grants, donations and sponsorship.</p>
Management & Governance	Review systems, policies and procedures to ensure that Te Tuhi is operating in line with best practice in all areas of work.

Specific Projects delivering on Māori Identity and Wellbeing

CAF aims to:

- Fulfil statutory Māori obligations
- Value te ao Māori
- Enable Te Tiriti o Waitangi and
- Enable Māori outcomes

The Auckland Plan’s vision that “a thriving Māori identity is Auckland’s point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders”. One of the six overarching outcomes identified in the Auckland Plan is “Māori identity and Wellbeing”.

CAF contributes to the established Māori Responsiveness Framework, and its Strategic Priorities, which are:

1. Te Reo Māori
2. Economic Development
3. Marae Development
4. Kaitiakitanga Outcomes (particularly water)
5. Māori Identity and Culture
6. Realising Rangatahi Potential
7. Papakainga and Māori Housing
8. Organisational Effectiveness
9. Effective Māori Participation

Key projects and initiatives	Description	Contribution to achieving better outcomes for and with Māori
Exhibition Programme Professional Development Programmes Public Programme	To showcase contemporary Māori art and provide opportunities for Maori artists.	Te Reo Māori Economic Development Māori Identity and Culture Effective Māori Participation
Children & Young People’s Programmes	To showcase contemporary Māori art and develop opportunities for Maori children and young people to engage with the arts and creative sector as audiences and participants and highlight vocational pathways into the creative sector.	Te Reo Māori Economic Development Māori Identity and Culture Realising Rangatahi Potential Effective Māori Participation

7. THE CONTEMPORARY ART FOUNDATION'S CONTRIBUTION TO DELIVER AUCKLAND'S VISION

Through its strategic aims and work programmes the Contemporary Art Foundation plays a critical part in delivering on outcomes, actions and targets from:

- the Auckland Plan;
- Toi Whitiki Arts and Culture Strategic Action Plan
- The Māori Plan for Tāmaki Makaurau
- Thriving Communities Action Plan – Ngā hapori Momoho
- I Am Auckland – the Children and Young People's Strategic Action Plan
- Community Facilities Network and Action Plan
- The Economic Development Strategy
- Howick Local Board Plan

Strategic Aims

1. To be at the forefront of contemporary art research and commissioning in Aotearoa New Zealand, and a leader in supporting experimental practices.
2. To engage as partners in Te Tiriti o Waitangi, building and maintaining strong working relationships with mana whenua. To actively support the use of te reo Māori in all areas of our work.
3. To effectively engage our audiences, and develop new audiences, inviting participation and making space for critical discussion.
4. To play a significant role in the arts and culture sector in Tāmaki Makaurau Auckland and Aotearoa New Zealand: advocating for the value of the arts, enhancing the visibility of contemporary art and artists, and supporting collaboration, sustainability and equity.
5. To have a distinct voice that acknowledges Tāmaki Makaurau's cultural and creative identities, and to work to increase the diversity of artists, audiences and the workforce in the sector.
6. To develop and sustain meaningful relationships with our wider community. To provide arts, creative, and community facilities for the benefit of the wider public.
7. To be a socially accountable, environmentally sustainable, and financially resilient organisation, whose governance and everyday practices align with these principles.

Programmes

1. Exhibition Programme
2. Professional Development Programmes
3. Public Programmes
4. Children & Young People's Programmes
5. Sector Development
6. Creative Community Development

Plans and Strategies	Degree of contribution	How the Contemporary Art Foundation contributes													
		Strategic Aims							Programmes						
		1	2	3	4	5	6	7	1	2	3	4	5	6	
Auckland Plan Outcomes															
The Auckland Plan is Auckland Council's roadmap to deliver on Auckland's vision of a world class city where talent wants to live. The Auckland Plan is a 30-year plan that is underpinned by a set of outcomes to achieve this vision.															
Belonging & participation	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Māori identity & wellbeing	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Homes & places	N/A														
Transport and access	N/A														
Environment and cultural heritage	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Opportunity & prosperity	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Toi Whitiki Arts and Culture Strategic Action Plan Goals															
The Toi Whitiki Arts and Culture Strategic Action Plan integrates arts and culture into our everyday lives, and creates a culturally rich and creative Auckland.															
All Aucklanders can access and participate in arts and culture	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Auckland values and invests in arts and culture	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
A network of vibrant arts and culture organisations and facilities	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Arts and culture is intrinsic to Auckland's place-making	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Auckland celebrates a unique cultural identity	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Auckland has a robust and flourishing creative economy	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
The Māori Plan for Tāmaki Makaurau [produced by the Independent Māori Statutory Board]															
This plan provides a framework for understanding Māori development aspirations and sets measures for monitoring progress towards desired cultural, economic, environmental and social outcomes for Māori.															
Whanaungatanga - Develop Vibrant Communities	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Rangatiratanga – Enhance Leadership & Participation	Primary		✓	✓	✓	✓	✓					✓		✓	
Manaakitanga - Improve quality of Life	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Kaitiakitanga - Ensure Sustainable Futures	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Wairuatanga - Promote Distinctive Identity	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Plans and Strategies	Degree of contribution	How the Contemporary Art Foundation contributes													

		Strategic Aims							Programmes					
		1	2	3	4	5	6	7	1	2	3	4	5	6
Thriving Communities Action Plan – Ngā hapori Momoho Focus Areas														
This plan aims to help Aucklanders flourish and fulfil their potential through community-led development, deepening democracy, and supporting social change.														
Facilitate grassroots action	Primary		✓	✓	✓	✓	✓					✓		✓
Strengthen support to the voluntary and community sector	Primary		✓	✓	✓	✓	✓	✓				✓		✓
Enable social innovation and social enterprise	Primary		✓	✓	✓	✓	✓	✓						✓
Maximise positive socio-economic impacts	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Work in a holistic and integrated way	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Support staff to be community-centric	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
I Am Auckland – the Children and Young People’s Strategic Action Plan Goals														
An action plan about how Auckland Council is working to make things better for its children and young people.														
Voice: Children and young people have a voice, are valued, and contribute	Primary		✓	✓	✓	✓	✓					✓		✓
Belonging: Children and young people are important, belong, are cared about, and feel safe.	Primary		✓	✓	✓	✓	✓					✓		✓
Health and well-being: Children and young people are happy, healthy and thriving.	Primary		✓	✓	✓	✓	✓					✓		✓
Fair go: Children and young people are given equal opportunities to succeed and have a fair go.	Primary		✓	✓	✓	✓	✓					✓		✓
Connected: Children and young people can get around Auckland and get connected.	Secondary		✓		✓							✓		
Opportunity: Children and young people feel that Auckland is their playground.	Primary		✓	✓	✓	✓	✓					✓		✓
Whakapuawai: Rangatahi tū rangatira (all rangatahi will thrive).	Primary		✓	✓	✓	✓	✓					✓		✓

Plans and Strategies	Degree of contribution	How the Contemporary Art Foundation contributes											
		Strategic Aims							Programmes				
		1	2	3	4	5	6	7	1	2	3	4	5
Community Facilities Network and Action Plan Vision													
Community facilities contribute to building strong, healthy and vibrant communities by providing spaces where Aucklanders can connect, socialise, learn and participate in a wide range of social, cultural, art and recreational activities. This plan details how council will provide community facilities over the next 20 years.													
Community facilities are vibrant, welcoming places at the heart of where and how people connect and participate.	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
The Economic Development Strategy Priorities													
The Auckland Economic Development Strategy launched in September 2012, is a 10-year strategy aimed at achieving the Auckland Plan vision for Auckland to be the world's most liveable city.													
Priority 5: Develop a vibrant, creative international city	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Howick Local Board Plan Outcomes													
Local board plans are strategic three-year plans that are developed in consultation with the community. They set out the direction for the local area that reflects community aspirations and priorities.													
People in our communities feel safe, engaged and connected	Primary	✓	✓	✓	✓	✓	✓					✓	✓
Well-planned public spaces that support active, healthy and sustainable lifestyles	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Heritage, local arts and cultural diversity are valued	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Our natural environment is protected, restored and enhanced	N/A												
A prosperous local economy supporting business growth and opportunity	Primary		✓	✓	✓	✓	✓	✓					✓
Effective and accessible transport choices	N/A												

Degree of contribution: Primary/ Secondary / Not applicable

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.

Annual Performance Targets

Measure		2018-2019 Actual	2019-2020* Actual	2020-2021* Target	2021-2024 Annual Target
1	Total number of visitors	143,590	100,658	150,000	150,000
2	Number of exhibitions	20	15	12	12
3	Number of artists	44	28	15	15
4	Number of commissions	14	30	6	15
7	Number of public events	25	22	15	15
5	Number of school students participating in programmes	5,280	3,004	5,000	5,000
6	Number of workshops and classes	81	45	50	50

*As a result of the Covid-19 pandemic, visitor numbers fell from January 2020 to the point of lockdown on 20 March 2020. Te Tuhi operated from home until the gallery reopened on 23 May 2020, with a number of exhibitions moved to digital platforms and the introduction of online classes for virtual teaching and learning. Classes resumed onsite in July 2020 until the gallery was closed again by a second lockdown in August 2020 and further restrictions on gathering lasting through September 2020. Operations resumed in full from Term 4, on 12 October 2020, albeit with reduced numbers.



Claudia Kogachi, *Obaachan during the lockdown*, Wahiawā, Hawai'i, 2020 (installation view). Commissioned by Te Tuhi, Tāmaki Makaurau Auckland. Photo by Sam Hartnett.

9. SUMMARY OF FINANCIALS

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

Operating expenditure	2018/19 Actual	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Income						
Auckland Council funding	569,798	581,194	588,459	594,344	600,287	606,290
Rental Income	58,398	77,988	82,363	76,763	50,413	50,413
Other Income	22,240		66,500			
Interest	3,715	2,335	2,321	1,280	1,280	1,280
Total income	654,151	661,517	739,643	672,387	651,980	657,983
Expenditure						
Funding of TTCAT	569,798	577,299	588,459	594,344	600,287	606,290
Sector Activities	2,395	25,298	92,115	26,350		
Audit & Accounting	9,866	8,514	8,414	8,805	9,069	9,341
Insurance	5,700	5,965	23,308	24,007	24,727	25,469
Professional fees and costs	6,876	900	5,500	5,200	1,500	5,200
Other Expenses	22,362	124	131	4,134	4,138	4,142
Interest	11,970	9,688	9,069	8,414	8,318	8,218
Total expenditure	628,967	627,788	726,996	671,254	648,039	658,660
Surplus/(deficit)	25,184	33,729	12,647	1,133	3,941	-678
Depreciation	182,525	182,333	182,333	182,333	182,333	182,333
Gain/(Loss) on revaluation of property	0	0	0	0	0	0
Total Comprehensive revenue and expense	(157,341)	(148,604)	(169,686)	(181,200)	(178,392)	(183,010)

From 2018/19 additional sector activities undertaken by CAF include the payment of rent on artist studios licenced by CAF and operated by Te Tuhi, and the administration of a national gallery sector initiative in 2020/21.

A reduction in rental income in 2022/23 comes from the transfer of a sub-lease with CAF to a licence agreement with TTCAT. In the following years further rental income reductions are projected as the artist studios licence ends.

From 2020/21 Auckland Council will no longer cover the cost of insuring CAF's building and CAF's insurance costs will increase.

While CAF makes accounting losses due to depreciation, it has sufficient funds to maintain the buildings in line with its maintenance plan. This statement of intent indicates the level of income and on-going investment into fixed assets.

Other financial information

Current value of assets	The current value of the Contemporary Art Foundation assets as at 30/06/20 is \$5,290,057
Shareholder equity ratio	The latest shareholder equity ratio for the Contemporary Art Foundation as at 30/06/20 is \$0
Accounting Policies	The Contemporary Art Foundation's accounting policies are consistent with those of the Auckland Council group policies.
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, including risk management, is outlined within the CCO Governance Manual which sits alongside this SOI. CAF will act in accordance with guidance provided within the CCO Governance Manual.

Public Meetings

Auckland Council CCOs are required to hold two public meetings a year for the following purposes:

Purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	June	Advertisement in local paper at least two weeks prior to meeting and on CAF website five working days prior.
Consider performance against SOI targets	September	

Reporting

A draft Statement of Intent is delivered to Council by February each year and is revised based on feedback from Council and stakeholders at a consultation meeting in June. A final draft based on further stakeholder feedback is delivered by 30 June. The Council is required to approve the Statement of Intent by 1 August.

A draft half-yearly report and draft annual report will be available within two months of the end of the respective financial periods. These reports contain the information necessary to enable an informed assessment of CAFs operations, including a comparison of the performance of CAF with this Statement of Intent.