

CONTEMPORARY
ART
FOUNDATION

2023-26 Statement of Intent



Roman Mitch: Red Teddy, 2022 (installation view). Curated by Mokopōpaki. 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 2023 to 30 June 2026.

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

Despite three years which have been heavily impacted by the global pandemic, with repercussions continuing to be felt into 2023, Te Tuhi has continued to deliver its core programme throughout, instigating new projects and initiatives that enhance its ability to deliver on its strategic purpose, and contributing meaningfully to developing artists and their practices, audiences, communities, and the sector.

2021/22 Top Line Numbers

- 58,671 visitors
- 16 exhibitions
- 103 artists
- 39 artworks commissioned
- 22 public events and visitor programmes for 520 attendees
- 4 professional development programmes supporting artists and curators
- 4,588 children and rangatahi in classes and workshops
- 305 adults in 15 art and creative industry classes

While visitor numbers were low in 2021/22 due to ongoing covid closures, Te Tuhi delivered its core programme of exhibitions, exceeding its target for numbers of exhibitions, participating artists and commissioned artworks.

Te Tuhi's key programmes in 2022/23 include:

Exhibitions and Public Programmes:

The exhibition programme continues to go from strength to strength and was significantly enlarged with the addition of the twelve-month global digital exhibition programme *Huarere: Weather Eye, Weather Ear*, the Te Moana Nui A Kiwa Weather Station: a part of the World Weather Network.

Professional Development and Sector Development Programmes:

The Yorkshire Sculpture Park Residency was finally able to proceed, and ongoing programmes included the curatorial internship, artists studios, and Iris Fisher Scholarship. Additions to the programme included a new curatorial residency programme in London and the launch of Papatūnga, a major artist development programme based at O Wairoa Marae.

Children & Young People's Programmes

Te Tuhi's schools programme recovered to full numbers and the young people's programme was relaunched. In addition Te Tuhi took over the education programme at O Wairoa Marae.

Creative Community Programmes

Te Tuhi continues to play an active role in our communities, with Arts Out East, the arts brokering service supported by Howick Local Board; the Te Tuhi training café for adults with intellectual disabilities; the Nanette Cameron School of Interior Design and Art Today classes; and in addition to activities provided by Te Tuhi, the vast range of community groups that run activities in Te Tuhi's building in Pakuranga. In 2022-23 Te Tuhi added the running of O Wairoa Marae in Howick to its portfolio of community activities.

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 upon a reputation for innovation and placemaking, however there continue to be significant challenges for the future of CAF.

Auckland Council is carrying out a review of legacy CCOs, and CAF will need to consider its future governance structure in light of this review.

Since 2008/09 CAF has had a real-terms decrease in funding from Auckland Council of more than 13% or nearly \$100,000 and an increase in depreciation charges of 359% or \$153,000. While CAF may withhold a portion of the grant from Auckland Council to cover depreciation and operating expenses, it has been CAF's policy to pass on 100% of the grant to Te Tuhi to deliver on its funding agreement. In 2022/23 it is anticipated that CAF's increased operating costs will necessitate the withholding of \$5,000 of the grant and this is projected to rise to \$19,000 by 2025/26. Increased costs include covering the insurance cost of the building which has historically been paid by Auckland Council. This creates a significantly increased income generation burden for Te Tuhi.

Te Tuhi proactively raises its operational shortfall through a range of activities including grants, sales of products, classes and venue hire. This reduction in the grant passed on from CAF comes at the same time as Te Tuhi is at risk of income losses due to disruption from the Eastern Busway construction.

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.

Since the beginning of 2020 Te Tuhi has faced challenges from the Covid-19 pandemic, with ongoing citywide and nationwide lockdowns causing disruptions to exhibition and events schedules, classes, children's and young people's programmes and requiring the building to be closed for long periods of time. Visitor numbers and commercial activities have been increasing in 2023 but have not yet recovered to pre-Covid levels.

CAF has been preparing for the impact of Auckland Transport's Eastern Busway project, and the Reeves Road Flyover in particular, since 2012. This project has caused considerable uncertainty for the future of its operation in Pakuranga.

Te Tuhi has engaged fully with the Eastern Busway Alliance 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 and access to the Pakuranga building.

However, the construction period was always going to have a considerable impact on the ability of Te Tuhi to maintain visitor numbers and to continue to raise 60% of its operational budget from commercial activity during that period.

Construction work has now begun and is expected to impact directly on the usability of the building in Pakuranga for the duration of 2024, and on access to the locality from the beginning of 2023 until the end of 2025. This comes at a time when the organisation has not fully recovered from the impacts of the pandemic.

Te Tuhi seeks to maintain the existing operation in Pakuranga for as long as viably possible but is now considering options for 2024 and 2025 which may result in substantial financial losses and the necessity to relocate part or all of its programmes to more appropriate venues.

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.



Ava Seymour, *I'm Here For The Butterflies*, 2022 (installation view, Reeves Road). 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.

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 develop and sustain relationships and practices which give expression to Te Tiriti o Waitangi.
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.



Kalisolaite 'Uhila, *Sun Gate: Ha'amonga a Maui*, 2023. World Weather Network. Curated by Janine Randerson. Live-streamed performance. Photo by James Tapsell-Kururangi.

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. Exhibitions include group and solo shows, alongside smaller projects in the galleries, foyer spaces and offsite locations.</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 publications document specific exhibitions, and further engage in critical dialogue through short and long form essays.</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>Papatūnga Artist Development Programme: Papatūnga is an arts practitioner learning programme based at an urban marae.</p> <p>Curatorial Internship: a full time, 18-month, paid training position for an emerging art curator.</p> <p>Artist Studios: Subsidised artist studios in a meanwhile complex, including sponsored graduate studios.</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>Delfina Curatorial Residency: A twelve-week residency in London for emerging/mid-career New Zealand curators.</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>

Key projects and initiatives	Description
4. Children & Young People's Programmes	<p>Schools Programme: 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: Te Tuhi offers a range of after-school and Saturday art classes for children aged 5-12 years old.</p> <p>Children's exhibition activities 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: 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>O Wairoa Marae: Te Tuhi administers O Wairoa Marae, providing a range of community activities.</p> <p>Arts Out East: Supporting creative activities in East Auckland through capacity building, brokering connections and providing funding.</p> <p>Art Today: 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: A year-long foundation course teaching the basics of interior design.</p> <p>Training Café for people with intellectual disabilities: 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: 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. Te Tuhi subsidises space for independent groups that align with its core purpose.</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 outcomes of Kia Ora Tāmaki Makaurau (Council's Māori Outcomes Performance Measurement Framework) which are:

- Kia ora te Reo - Te Reo Māori
- Kia ora te Umanga - Māori Business, Tourism and Employment
- Kia ora te marae - Marae Development
- Kia ora te Taiao - Kaitiakitanga Outcomes (particularly water)
- Kia ora te Ahurea - Māori Identity and Culture
- Kia ora te Rangatahi - Realising Rangatahi Potential
- Kia ora te Kāianga - Papakainga and Māori Housing
- Kia ora te Whānau - Whānau and Tamariki Wellbeing
- Kia Hāngai te Kaunihera - Organisational Effectiveness
- Kia ora te Hononga - Effective Māori Participation

Key projects and initiatives	Description	Contribution to achieving better outcomes for and with Māori
O Wairoa Marae Programmes	Education, Community, Environment and Artist Development programmes at O Wairoa Marae	Kia ora te Reo Kia ora te marae Kia ora te Taiao Kia ora te Ahurea Kia ora te Rangatahi Kia ora te Whānau Kia Hāngai te Kaunihera Kia ora te Hononga
Exhibition Programme Professional Development Programmes Public Programme	To showcase contemporary Māori art and provide opportunities for Māori artists.	Kia ora te Reo Kia ora te Umanga Kia ora te Ahurea Kia ora te Hononga
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.	Kia ora te Reo Kia ora te Umanga Kia ora te Ahurea Kia ora te Rangatahi Kia ora te Hononga

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 Whītiki 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 develop and sustain relationships and practices which give expression to Te Tiriti o Waitangi.
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 Whītiki Arts and Culture Strategic Action Plan Goals															
The Toi Whītiki 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	
Ngā hapori Momoho Thriving Communities Strategy 2022-2032															
This plan aims to achieve a future where all whānau have everything they need to live a good life, where diversity is celebrated, and all Aucklanders feel as though they belong, where communities work together to take action on the things they care about and where they love and care for the environment.															
Increase whānau and community financial security	Secondary			✓	✓		✓	✓	✓	✓				✓	✓
Improve health outcomes	Secondary			✓		✓	✓					✓	✓		✓
Increase access and participation	Primary	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Grow community and intercultural connection	Primary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Enable local leadership and innovation	Primary	✓	✓	✓	✓	✓	✓	✓				✓			✓
Increase local climate resilience and sustainability	Secondary							✓							
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	6	
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														
Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan															
A Roadmap to a zero-emissions, resilient and healthier region that is better connected to our environment and able to thrive in the face of ongoing change and disruption.															
Reducing emissions	Secondary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Adapting to climate change	Secondary							✓							

8. PERFORMANCE OUTLOOK

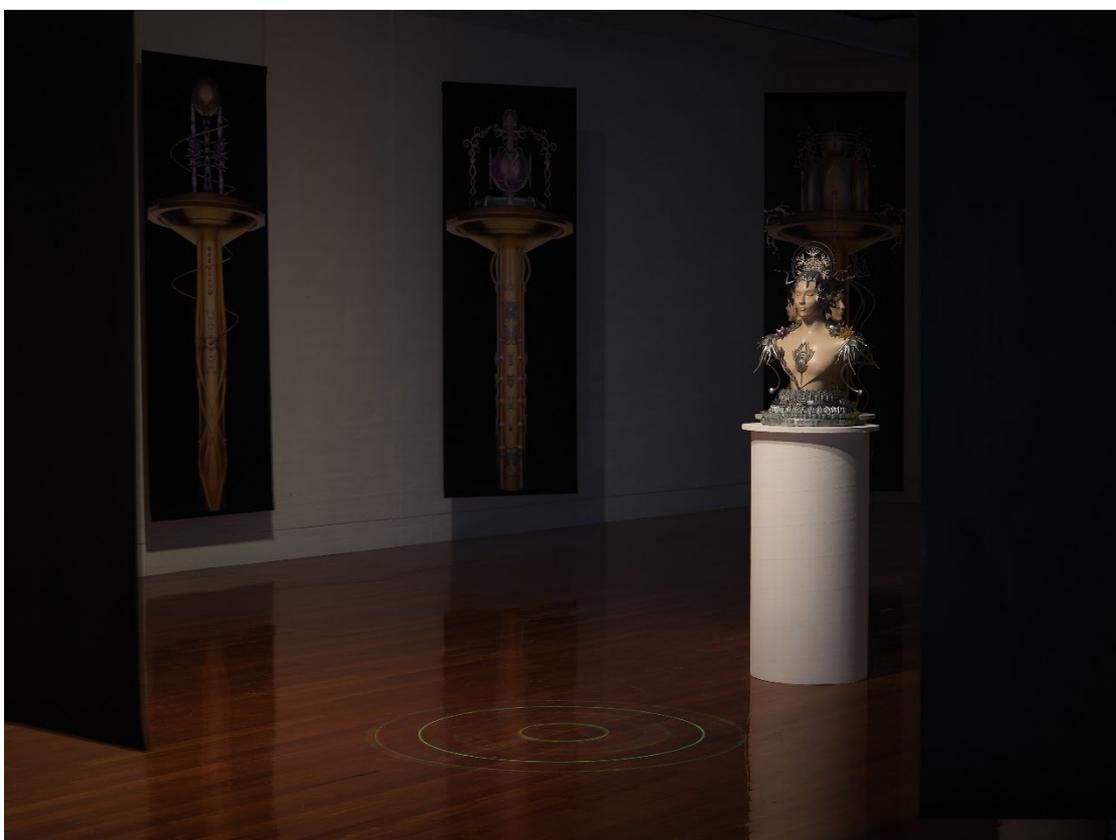
The Contemporary Art Foundation has an agreed set of performance measures and targets which form the basis for accountability to delivering on council's strategic direction, priorities and targets. These are reported on a six-monthly basis.

Annual Performance Targets

Measure	2019-2020 Actual*	2020-2021 Actual*	2021-2022 Actual*	2022-2023 Target#	2023-2026 Annual Target#
1 Total number of visitors	100,658	112,836	58,671	150,000	150,000
2 Number of exhibitions	15	13	16	12	12
3 Number of artists	28	52	103	15	15
4 Number of commissions	30	33	33	15	15
7 Number of public events	22	23	11	15	15
5 Number of school students participating in programmes	3,004	3,946	2,243	5,000	5,000
6 Number of art and creative industry classes	45	57	44	50	50

*As a result of the Covid-19 pandemic, visitor numbers fell from January 2020 and continued to be impacted by lockdowns throughout 2019-20, 2020-21 and 2021-22. In 2021-22 Te Tuhi was closed between 18 August 2021 and 24 November 2021, significantly impacting visitor numbers. Te Tuhi re-opened its galleries to the public on 24 November, but the rest of its public activity did not resume until February 2022.

#While annual targets remain set at pre-Covid levels, it is not anticipated that overall visitor numbers will meet targets in 2022-2023 as numbers gradually recover from Covid, and in the 2023-2026 period as the impact of the Eastern Busway construction is anticipated to be significant.



Xi Li, *The Transcendence Labyrinth of Idols*, 2022 (installation view). Curated by Andrew Kennedy. 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	2020/21 Actual	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Income						
Auckland Council funding	588,459	604,673	628,861	635,150	641,501	647,916
Rental Income	81,535	78,972	71,911	71,911	71,911	71,911
Other Income	379,036	66,523	40,068	0	0	0
Interest	1,307	824	3,068	2,912	2,912	2,912
Total income	1,050,337	750,992	743,908	709,973	716,324	722,739
Expenditure						
Funding of TTCAT	588,459	604,673	623,861	619,150	625,501	628,916
Sector Activities	98,818	93,618	55,450	15,500	15,500	15,500
Audit & Accounting	8,584	8,900	9,140	9,414	9,697	9,988
Insurance	23,308	24,806	35,431	36,494	37,589	38,716
Professional fees and costs	9,069	2,740	2,500	5,350	2,500	2,500
Other Expenses	130	261	130	4,130	4,130	4,130
Interest	9,069	8,087	15,036	19,427	20,835	22,346
Total expenditure	726,996	743,085	741,548	709,466	715,754	722,098
Surplus/(deficit)	12,647	7,908	2,360	507	570	641
Depreciation	182,333	217,716	220,907	220,907	220,907	220,907
Gain/(Loss) on revaluation of property	1,432,018	0	0	0	0	0
Total Comprehensive revenue and expense	1,561,848	(209,808)	(218,547)	(220,400)	(220,337)	(220,266)

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

-For 2023/24 to 2025/26 estimates grant increases of 1% are assumed, and inflation on costs of 3%.

-In 2021/22 and 2022/23 CAF has had other income from administering national programmes on behalf of the Aotearoa Public Gallery Directors Network. This may continue from 2023/24 but is not included in these projections and has no net impact on the bottom line.

-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.

-CAF's policy has been to pass on 100% of its grant from Auckland Council to Te Tuhi to deliver on its funding agreement. CAF may withhold a portion of the grant to cover depreciation and operating expenses. In 2022/23 it is anticipated that it will be necessary to withhold \$5,000 of the grant, and this is projected to increase to \$19,000 by 2025/26. Te Tuhi proactively raises its operational shortfall through a range of activities including grants, sales of products, classes and venue hire. This reduction in the grant passed on from CAF comes at the same time as Te Tuhi is at risk of income losses due to disruption from the Eastern Busway construction.

Other financial information

Current value of assets	The current value of the Contemporary Art Foundation assets as at 30/06/21 is \$6,901,028
Shareholder equity ratio	The latest shareholder equity ratio for the Contemporary Art Foundation as at 30/06/21 is 97%
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	26 June 2023	Advertisement in local paper at least two weeks prior to meeting and on CAF website five working days prior.
Consider performance against SOI targets	25 September 2023	

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.