

ANNUAL PLAN

2018-2019

aratoi
Wairarapa Museum of Art and History



ARATOI WAIRARAPA MUSEUM OF ART AND HISTORY

1 July 2018 to 30 June 2019

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Images: *Te Marae o Rongotaketake – Redressing our Kahungunu History* (2017) education programme [front page, pp.2, 4, 5, 7,11]; Block Party 2017 [pp.4,11]; Breadcraft Schools' Art 2017 [pp.4,8]; Taonga Māori from the Broughton collection [p.5]; *Peter Bush – Hard on the Heels* opening with Deputy Mayor Graham McClymont, MP Ron Mark and Director Susanna Shadbolt [p.5]; Mahjong set (1942-45) [p.6]; Collection tour with Carterton Mayor John Booth [p.6]; Artist Héléne Carroll with Chanel College students [p.7]; King Street's Noella Godinet with *Prince George* [p.8]; Aratoi Retail Space [p.9]; Elizabeth Thomson, *Cellular Memory II* (2017) [p.11]; Gottfried Lindauer, *Ngātuere Tāwhirimātea Tāwhao* (c.1880) [p.13]; *Cloakpin*, Broughton Collection [p.13]; Hallenstein Hat Model (c.1920) [p.13]; Stephen Allwood, *Glasses* (2017) [p.13]; Paul Martinson, *migration electrification* (2015) [p.13]

Building on Successes

2018-2019 will be another important year for Aratoi Wairarapa Museum of Art and History.

We will continue to focus on:

- **Partnering with our communities**
- **Significantly investing in education, learning, access and display of our collection for the people of the Wairarapa**
- **Outreach & engaging new audiences**

This year, we have seen the rewards of working on overcoming challenges. Many opportunities were actively sought, and we will build on these successes.

This document details how our Museum aims to deliver our mission, inspire and enrich our communities and enhance understanding of the world through our collection, our people and the stories we share.

The Annual Plan sets out our forward steps. It marries operational and strategic goals in a clear and accessible format. The core functions of collection care and visitor experience are highlighted as a priority.

We are grateful to our partners – our contributing local authorities in Masterton, Carterton and South Wairarapa, Masterton Trust Lands Trust (MTLT) and the many groups, societies, businesses, organisations and individuals who help us develop and improve continually.

At the Museum's heart is the philosophy that we can and should make a difference in the lives of our communities in an inspirational way. We encourage each of our visitors to take a greater interest in their worlds as a result of their engagement with us; be they locals, tourists, students, educators or community groups. By 2019, we plan to implement a regular inclusive education and outreach programme.

We will continue planning for the development of a dedicated Taonga Māori collection store and an extension of our gallery and education capacities to create high level engagement opportunities for visitors and to position Aratoi as the cultural heart of the Wairarapa.

Our Museum is the place where history and stories are told. It is a community forum for learning, understanding, and participation in art, history and culture.

Our exhibition programme would not be possible without significant support from generous funders including Trust House and Friends of Aratoi.

2017/18 has seen the opening of a significant survey exhibition of Elizabeth Thomson. The exhibition is accompanied by a high-quality publication and will be developed as a touring show. Hosting an exhibition of an artist of such high caliber at Aratoi has not only financial benefits for the region due to the many visitors, it also educates our peoples and establishes local pride in our art and culture.

One of the main purposes of our Museum is to collect objects, provide documentation and produce knowledge about those objects. Our collections reflect our Māori and Pākehā history, our arts and our culture, and we maintain an ongoing link to the people who have entrusted their treasures to our collection. Understanding and responding to the needs and expectations of our stakeholders and visitors is fundamental to our success. We are a bicultural institution that actively pursues strategies to integrate meaningful relationships with the Museum for both Māori and Pākehā.

Our Museum is an important link in developing social, cultural and economic connections regionally and nationally. We care for a building that houses the collection and provides exhibition spaces. Sustainable capital development and an upgrade of the lighting and air-conditioning system are part of the Museum's strategic framework to ensure continuous improvement in fit-for-purpose spaces.

Our focus continues to be directed at growing and diversifying the Museum's income streams in order to maximize the return on public investment. In 2018, we will establish a Patrons' Trust to replace the Aratoi Foundation and contribute to the financial sustainability. This will strengthen our bond with our stakeholders and make the Museum a stronger partner in contributing to the growth of the Wairarapa region.

The Annual Plan 2018-2019 sets ambitious, yet realistic, targets for the future, which will significantly improve the Museum's ability to engage with our communities and inspire them to take an interest in the world around us.

Barbara Roydhouse

Aratoi Regional Trust, Chairperson

Susanna Shadbolt

Director

Executive Summary

In 2018-19 Aratoi Wairarapa Museum of Art and History, will continue developing and strengthening its role within the cultural fabric of the Wairarapa and nationally. This will be achieved by growing our position as the cultural heart of the Wairarapa and key tourism destination by collecting and preserving art and taonga pertinent to the Wairarapa and by providing quality exhibitions, public programmes, events and education services.

Existing stakeholder relationships will be further strengthened, and new partnership ventures will be identified.

Established and new strategies will be followed to ensure ongoing operational funding requirements are met in the current challenging environment.

Aratoi Regional Trust - Priorities for 2018–2019

Aratoi has defined key objectives and outcomes with guiding principles of excellence, professionalism and innovation. Aratoi will continue to look for new ways to engage with visitors, increase patronage of exhibitions and encourage self-directed discovery and learning across multiple platforms and mediums. Aratoi will work towards implementing a new collection management system to increase access to collections and develop exhibitions and programmes that open the museum to new conversations with audiences expanding into the community.

Aratoi will continue its outreach strategies and marketing initiatives to increase awareness and its profile as one of New Zealand's leading regional art and history museums.

Aratoi is recognised as kaitiaki of Wairarapa's most important arts and cultural treasures. The Museum honours the Treaty of Waitangi and will maintain strong relationships with Ngāti Kahungunu and Rangitāne.

Growing revenue streams and improving staff capacity and skills continue to be crucial to Aratoi's future. Long term funding security is vital if Aratoi is to continue to grow as Wairarapa's arts and cultural leader. Accountability, reporting and self-generated revenue are key outcomes identified to assist Aratoi's small dedicated workforce of full time, part time and volunteer staff.



Vision, Mission, Objectives and Values

Aratoi is Wairarapa's Museum of Art and History.

Aratoi collects, holds, preserves and presents art, heritage objects, history and culture on behalf of the Wairarapa region and its visitors. These may include international perspectives, but our principal role relates to Aotearoa New Zealand with particular focus on:

- History and culture of the Wairarapa
- Taonga Māori of the Wairarapa
- Contemporary New Zealand art (local and national)
- New Zealand's social, material and natural history

Aratoi is the place from which history and stories are told and it is a community forum for learning, understanding, and participation in art, history and culture.

Aratoi recognises Rangitāne o Wairarapa and Ngāti Kahungunu ki Wairarapa as having mana whenua within the rohe [region] of Wairarapa.

Aratoi embodies Memory and Imagination:

Koia ko Aratoi te whakatinanatanga o Mahara, o Whakaaro Pohewa - Ka pupū ake ngā maharatanga, ka toko ake ngā whakaaro pohewa, ko Aratoi.

Overall Outcomes follow from our role and influence Aratoi's future direction.

They are:

- Collect, hold, preserve and exhibit taonga Māori, heritage objects and artworks to internationally recognised museum standards
- People of the Wairarapa and visitors to the region enjoy access to and are stimulated by exhibitions, events and activities
- Aratoi maintains a productive relationship with our supporting partners
- The community engages with and values Aratoi

Vision - be one of the best regional art galleries and museums in Aotearoa New Zealand

Mission - provide high quality experience of art, history and culture in the Wairarapa.

Guiding principles (Ngā mātāpono) are:

- Excellence Te Hiranga
- Professionalism Te Ngaioatanga
- Innovation Te Auahatanga

Core values (Ngā uara) are:

- Integrity Te Mana Tangata
- Welcoming inclusiveness Te Whai Wāhitanga
- Respect Te Whakaute



Service One **COLLECTIONS**

We will care for our collections. We will research our collections. We will share our collections with communities. We will strategically develop our collections.

We will...

- Collect, hold and preserve Māori taonga, artworks and heritage objects in line with Aratoi's Collections Policy
- Focus on growing and strengthening our collection for future generations
- Be a safe repository for Taonga and objects in perpetuity, for the people of the Wairarapa and beyond
- Care for our Taonga Māori collection in partnership and on behalf of local iwi and act as kaitiaki (guardians) of collections on behalf of local communities and future generations
- Accurately document and photograph our collections of 3500 objects, utilising a professional Collection Management System and working towards online presentation of collections in partnership with Wairarapa Archive
- Provide access, visibility and interpretation of collections
- Work towards developing a dedicated Taonga Māori collection store to cater for our growing collection of Taonga in line with tikanga and responding to the needs of our Māori communities



Challenges

- Staff and financial resources
- Full time Collections Manager/Registrar required



Service Two EXHIBITIONS

We will tell our history and stories and connect with our communities. We will be a community forum for learning, understanding and participation in art, history and culture.

We will...

- Develop a stimulating and diverse exhibition and events programme relevant to the Wairarapa and reflective of our communities, catering for diverse audiences and to our visitors' satisfaction
- Exhibit Māori Taonga, artworks and heritage objects to internationally recognised museum standards
- Work with Wairarapa's arts and culture communities to ensure the delivery of a wide range of local and community-led exhibitions
- Continue to attract new audiences through innovative and relevant programming
- Support exhibitions through relevant stimulating resources and programmes
- Develop and create exhibitions, learning spaces, environments and outreach programmes that attract and engage an increasing number of enquiring minds onsite, offsite and online



Challenges

- Staff and financial resources
- Lack of ongoing core funding and resources to develop and run programmes and events



Service Three **ACCESS & ENGAGEMENT**

We will partner and engage with Wairarapa communities. We will be a valued community resource. We will encourage dialogue and interaction onsite, offsite and online.

We will...

- Continue to expand Aratoi's role as the cultural heart of the Wairarapa and increase visitation
- Provide community access and engagement of the Aratoi facility for the purposes of education and learning, community events and enjoyment of arts, culture and heritage, including venue hire
- Improve communication with local schools and students and provide educational experiences to increase access to collections, exhibitions and programmes
- Create value experiences for visitors and identify the needs of our core visitor audience through research and annual surveys
- Continue to develop new audiences and engage with them through innovative exhibitions, programmes and outreach activities
- Maintain existing and develop new collaborations with community groups that align with Aratoi's strategic goals
- Work with iwi to ensure and maintain best practice in Tikanga Māori and kaitiakitanga following our obligations under the Tiriti o Waitangi
- Continue building professional links to regional and national museums and engage with New Zealand's arts community and sector leaders
- Ensure that Aratoi's partners are positive about and support Aratoi's activities and direction
- Implement Volunteers handbook to ensure adequate Volunteer induction and guidance
- Replace current manual visitor counting with a new electronic people counter system
- Continue to offer free admission to the Museum, exhibitions and programmes

Challenges

- Staff and financial resources - Lack of ongoing education, marketing and design staff



SUSTAINABILITY

We will operate as a business model. We will work towards achieving highest standards. We will deliver value to all stakeholders. We will strengthen our funding base.

We will...

- Continue to ensure that sustainability is a fundamental part of every aspect of the Museum's operations and make cost efficiencies where possible
- Secure long-term funding with Wairarapa's three councils adequate to the Museum's needs
- Continue to grow self-generated revenue and develop ongoing sponsorship opportunities
- Implement professional point of sale system
- Continue to ensure there is high quality, compliant financial reporting and management and a strong governance body supporting operations
- Be a fair employer and encourage collaboration and professional development
- Retain and attract staff who are motivated, supported and valued
- Work towards full staffing of museum qualified personnel
- Increase our volunteer capability and skills
- Comply with New Zealand legislation regarding Employment Relations and Health & Safety at Work

Challenges

- Staff and financial resources - Staff numbers are below number of trained museum personnel required to perform all expected museum functions. Aratoi is open seven days a week and employs seven people in total; representing a director and the equivalent of 3.5 full time paid staff.
- High monthly operating overheads - maintenance contribution to MTLT, air-conditioning, electricity, lighting, IT, phone



EXHIBITION PROGRAMME 2018-2019

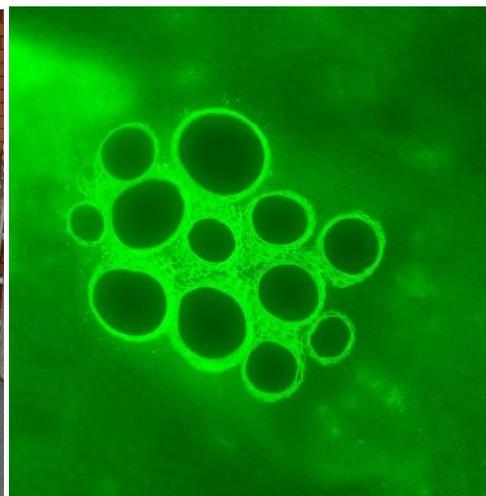
Aratoi is a community forum for learning, understanding, and participation in art, history and culture. It is a place where history and stories are told.

The exhibition programme for 2018-2019 is balanced, covering history, Māori, art and natural history of national importance and local relevance. Stakeholder grants do not cover any funding for exhibitions; instead exhibition funding is entirely reliant on the success of external funding applications.

Date	Exhibition	Potential external funders
4 - 8 2018	<i>Strangely Familiar: Portraits by Wayne Youle</i>	Trust House
4 - 8 2018	<i>Face Time - Portraits from the Collection</i>	Trust House
4 - 12 2018	<i>Ngā Aho Raranga - Textiles from the Taonga Māori Collection</i>	Trust House, Friends of Aratoi
6 - 7 2018	<i>King Street</i>	Trust House, King Street
7 - 8 2018	<i>Art Club</i>	Trust House, Art Club
8 - 9 2018	<i>Camera Club</i>	Trust House, Camera Club
8 - 9 2018	<i>Pūkaha Paintings</i>	Pūkaha
8 - 11 2018	<i>Minkisi - Art and Belief in West and Central Africa</i>	Trust House, collector, Friends of Aratoi
8 - 10 2018	<i>Caroline Campbell & Tanya Marriott</i>	Trust House, artists
9 - 10 2018	<i>Lottie Hedley - Going Coastal</i>	CCNZ
9 - 11 2018	<i>Schools' Art</i>	Breadcraft, Trust House
10 - 11 2018	<i>Gavin Chilcott</i>	Friends of Aratoi, Trust House
10 - 11 2018	<i>100 years – 100 lives</i>	Archive, Wairarapa Times Age
10 - 12 2018	<i>Tim McMahon & Michelle Usher</i>	Trust House, artists
11 - 12 2018	<i>Little Jewels</i>	Friends of Aratoi
12 - 4 2018/19	<i>See What I can See</i>	Friends of Aratoi, Trust House
12 - 2 2018/19	<i>Anna Rutherford - Masterton Portraits</i>	CCNZ, Trust House, artist
12 - 2 2018/19	<i>Rebekah Farr</i>	Trust House, artist

12 – 2 2018/19	Kerrie Hughes & Archive (Scandinavian Settlers)	Trust House, Archive, Bowen Galleries
From 2 2019	Masterton Museum (Collection)	Trust House, Wairarapa Archive, sponsorship
2 - 3 2019	Annette Dunnageroy	Trust House, artist
3 - 4 2019	Stephen Lawrie	Trust House, artist
4 - 7 2019	Project WAI - Sam Ludden, Wai Archive, Collection	Te Puni Kōkiri, Trust House, GWRC, Archive
7 – 11 2019	Saffronn Te Ratana	Trust House, CNZ, Friends of Aratoi, artist
4 – 5 2019	Ian Chapman	Trust House, artist
6 – 7 2019	Kate Small	Trust House, artist

Exhibition programme is dependent on funding and dates are subject to change



FINANCIAL PROJECTION 2018-2019

Overview

The continuing challenge facing Aratoi is that of securing adequate funding to perform its core business activities. Aratoi must house and display the community's collections and also provide exhibitions in number and of a standard that encourage active community engagement so the stakeholder key requirements of increased visitor numbers and reduced cost per visitor are achieved.

Aratoi's funding is in three key forms; the Masterton District Council (in the form of operating grant funding); the Masterton Trust Lands Trust (in the form of rental grants in respect of the Aratoi premises) and funds which Aratoi generates itself to support its activities and exhibitions (third party grant funding, donations, shop sales, Friends of Aratoi, fundraisings, volunteer labour etc).

Unfortunately, the level of MDC and MTLT funding is insufficient to meet the costs of the core operations and premises expenses and so Aratoi generated funding must contribute to these, as well as providing for the exhibitions and activities which promote community engagement and enhance the collections. In broad terms the Aratoi generated funding over the past three years represents 30-40% of the total funding that is required to operate to a level which satisfies the stakeholder's key requirements.

The Budget for 2018-19 is for a loss of \$23,079 which must be funded from reserves generated over the past two years.

Revenue

Key revenue assumptions are:

- The MDC will continue to fund Aratoi at the level of the 2017-18 year; that is \$295,000 for the year.
- MTLT's rental grant is \$324,000 for the year.
- Donations and other Aratoi fundraisings of \$74,200 (excluding third party grants)
- Aratoi generated third party grant funding of \$107,336
- Retail sales continue to improve and contribute a net \$30,360 to the Aratoi generated funding pool
- Aratoi volunteers will provide over 5,000 hours of unpaid labour with a "notional" value of over \$75,000.

Visitor numbers are budgeted at 35,000 engaged visitors for the year and accordingly the MDC contribution represents a cost of approximately \$8.40 per visitor number. Considerable care should be taken in determining and using this cost per visitor as a measure, as achieving "like for like" costs for comparison is virtually impossible as similar organisations all operate on different costing bases/structures.

Operating Expenditure

Key assumptions are:

- The budget assumes the total costs for the budget year are funded by MDC – 30.8%, MTLT – 33.8% and Aratoi self-generated 35.4% (assuming an allowance for volunteer labour contribution).
- Expenditure for any exhibitions is budgeted on the basis it will be funded by third party income. That is, exhibitions are staged and expenditure incurred only when specific funding is received to support it; none of the MDC operating funding is applied to the running of exhibitions.
- Core ordinary operating expenses (that is excluding exhibition costs, rent, and labour) are budgeted at \$175,000. This is the same as forecast for the current year – there is no provision for general cost increases.
- Labour costs are budgeted at \$278,000 for the year; this equates to the director (the only full-time staff member) and 3.5 full time equivalents. Staffing the front desk on a seven day a week basis requires 1.5 full time equivalents which leaves approximately 2.0 full-time equivalents to support the core operations. Staffing at this level is achieved through a pool of effectively deployed part time staff and considerable volunteer assistance.

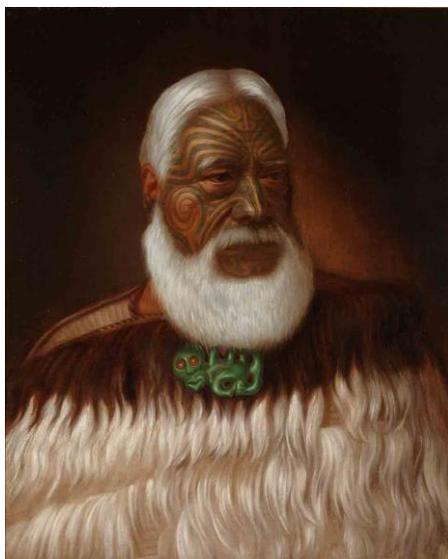
Conclusion

The budget is for a loss, which will need to be funded from reserves accumulated over the past two years. The budgeted result is based on a continued operating grant contribution from the MDC of \$295,000 and assumes approximately \$340,000 (over 35%) of the costs in the year are supported by Aratoi generated income.

At the budgeted cost levels Aratoi is operating on a “shoe string” basis and its key operating risk is in the motivation and retention of its key staff and its volunteer base.

In addition to managing the operating challenges, Aratoi faces looming capital expenditure requirements relating to the building and its fitout. The lighting system, which is now over 15 years old, is failing and its replacement will cost over \$100,000. In addition, there are many items of minor repairs and equipment replacement which, because of budget constraints, have been deferred in past years. We are actively seeking third party funding grants to fund these matters over the next two years.

As always, the coming year presents numerous challenges. However, as a result of our considerable achievements over the past two years, and the increased level of MDC funding, we enter into it on a basis that is now more stable in both a financial and operating sense.



Aratoi Regional Trust - Budgeted Profit and Loss (Budgeted Performance)

For the 12 months ended 30 June 2019

Account	Budget
Trading Income	
Local Authority Funding	334,000
Grants & Other Funders	70,000
Major Exhibitions Funders	0
Major Donations	35,000
Education Grant	13,336
Self Generated Income	30,000
Retail Space	45,600
Building Rental Grant	324,000
Total Trading Income	851,936
Cost of Sales	
Cost of Sales	15,240
Total Cost of Sales	15,240
Gross Surplus/(Deficit)	836,696
Expenses	
Major Exhibitions	0
General Exhibitions	70,000
Education Programme	13,336
Advertising Expenses	18,000
Collection Expenses	12,000
Property Expenses	55,662
Rental of Buildings	324,000
Employment Expenses	278,000
General Operations	88,977
Total Expenses	859,975
Other Income	
Interest Income	200
Total Other Income	200
Surplus/(Deficit)	(23,079)