

South Wairarapa District Council
19 Kitchener Street
PO Box 6
Martinborough 5741

Attention: Dr. Jack Dowd

20 March 2012

Dear Jack

Toi Wairarapa Business Plan: Progress Report to date

Please receive our progress report to November 2011.

While we operate with a regional outlook, we are proud to highlight in particular the contribution made to the community of South Wairarapa.

Firstly, the Cobblestones Museum feasibility review (market value of approximately \$12,000), produced by John Gilberthorpe and reviewed and edited by Toi Wairarapa, is a mandatory support document required for funding applications for which the museum board is applying. So far, over \$450,000 has been granted from various funders for this exciting new development.

Secondly, we gladly spent a fair amount of time advising and supporting the committee of the Greytown Arts Festival in their refreshed campaign to re-enliven their programme, with a definite view to engage senior students from Kuranui College, as well as other youth. The festival coordinator found most helpful our intensive workshop presented last month by Sue Paterson of the NZ International Arts Festival.

And thirdly, last month Toi Wairarapa sourced and commissioned a set designer to paint the set for the upcoming production at Greytown Little Theatre.


Finally, at a meeting with members of the Featherston community last year we also facilitated initial talks in support of Aratoi Foundation's efforts to erect the first installation of the sculpture project.

We are confident residents will support our forthcoming skills-based programme. Included in this year's winter workshop series is: directing musicals, digital photography, managing events Maori plus more. Plans are underway to secure presenters for set and sound design.

We wish for the opportunity to talk to our report to a full South Wairarapa District Council meeting. As well as presenting our report, we ask too that councilors acknowledge the significant benefits our expertise and services has generated for the community and retain the level of support at \$10,000 to support a full programme for the 2012-13 financial year.

We look forward to hearing from you.

Yours sincerely,



PP Mena Antonio
Coordinator
for: Board of Toi Wairarapa

Encl.

Progress Report @ 23 November 2011

**For: Carterton District Council, South Wairarapa District Council and
Masterton District Council**

By: Toi Wairarapa - Arts Culture and Heritage Trust

On Business Plan objectives for 2011-12



Looking forward to 2011-12

Introduction

The Toi Wairarapa Trust (the Trust) is pleased to provide a progress report to our key stakeholders on our 2011-12 Business Plan outcomes. A progress report was presented to Masterton district council in February 2011 and to Carterton and South Wairarapa councils shortly after.

As part of this process the Trust identified the actions that it planned to take, how they would be measured, the resources needed to deliver the plan and identified risks.

The Trust, based on feedback from its first year of operation, results from the survey, and the broader expectations of the Wairarapa Arts, Culture and Heritage (ACH) Strategy set its key objectives for 2009-10 as:

- Enhance skills and quality
- Continue to build on our partnership with Iwi
- Continue to network and support to the sector
- Identify ways to increase participation in the sector
- Identify ways to grow the arts economy

The Trust confirmed these key objectives at its strategic planning session in November 2010 and developed a programme of activities to make progress towards their achievement.

The Trustees are delighted with the progress that has been made over the last 12 months. The activity programme was well organised and well resourced. This resulted in a high level of engagement with the programme by individuals and ACH community groups. This in turn, has created a greater community awareness of Toi Wairarapa and the purpose of the Trust.

Key in the successful delivery of the activity programme this year were the changes taken by the Trust 12 months ago. The most significant were the:

- restructuring and redesign of the co-ordinators role and function;
- appointment of a skilled and competent co-ordinator to work with iwi and community groups and help them identify what support they needed most in the ACH space; and
- allocation of resources for the engagement of specialist skills in the delivery of the activity programme.

General background.

Trustees of the Arts, Culture and Heritage Trust – Toi Wairarapa

Charitable status was granted last year. The seven trustees appointed to date are:

John Gilberthorpe (Chair), Makuini Kerehi, Pamela Jefferies, Brigid Corcoran, Greg Lang and Marama Fox. Mena Antonio stood down from her role as trustee to take on the role of coordinator to March 2012. Appointment of another trustee is currently being considered, as the foundation Trustees will need to rotate off the Trust within the next 24 months in accordance with the provisions of the Trust Deed.

Arts, Culture and Heritage Coordinator

Now within its third year of operation, the structure of the coordinator role has evolved. As reported earlier, the original structure envisaged two coordinator roles – one appointed by iwi and one by the Trust. The first two appointees had complimentary skills and worked well together. However, when they resigned in quick succession it was proposed that the roles might be combined if a suitable appointee could be found. In November 2009 a co-ordinator was appointed for a twelve month contract to test this approach. In the event, the contract was not renewed as the Trust decided that it needed a greater communication and community networking focus in the co-ordinator's role and a more targeted allocation of its resources to deliver high quality outcomes in the activity programme.

The co-ordinator's role was reduced to part time and Mena Antonio was appointed. Specialist skills and expertise was contracted in to deliver workshops and seminars, and to conduct a feasibility study. The activities for the year were budgeted. The performance of contractors and delivery of the activity programme against the allocated budget was monitored by the coordinator.

In addition to the paid co-ordinator's position, the Trust has relied very heavily on the commitment, professional skills and expertise of Trustees to further the aims and contribute to the achievement of the strategic objectives of the Trust. In particular, John Gilberthorpe and Greg Lang who have both given a huge amount of time 'pro bono' to work with the Cobblestones and Woolshed museum boards. The feasibility study produced by John and, edited and reviewed by Mena, the horse drawn carriage collection study by Greg, and the museum collection study commissioned by the Trust from museum consultant Bridget Wellwood, were all instrumental in the Greytown Trust Lands Trust allocating \$300k for a new building project at the Cobblestones museum.

The Trust's office at REAP House continues to work well and the base there is becoming known to more people in the community. The Trust acknowledges the valuable contribution Karen Stevens of Wairarapa REAP makes towards the financial administration of the Trust accounts and appreciates the broader support and access to community networks this location affords to our Coordinator.

Activity Programme Overview

Objective	Action	By whom	By when	How we will be measured	End of year outcome December 2011
Enhance skills and quality	Develop workshops/ courses in: Theatrical lighting - publish notice and invite enrolments from general public.	Stephen Blackburn-lighting expert and Manager of Children's Theatre Company Capital E.	Jun 2011	Advertising and notice is properly directed at target audience. Attendance is near to - or full capacity. Learning outcomes are clearly stated and achieved based on participant feedback.	Achieved: 28/29 May 2011 Theatre lighting Over-subscribed with positive feedback called for more skills-based workshops. Wide mix of ages from 15 to over 70, with background of theatre, music, performing arts, schools, local government. <i>"Excellent course. Plenty packed into 2 days. [This workshop] will improve my understanding of what hirers require in regards to the equipment ..."</i> Attendee feedback sheet.
	Development of museum concept plans for Cobblestones and Woolshed museums (Motivation to broaden their vision and develop building concept has coincided with Board members visit to Wgtn museums, organised by ToiWai in 2010). Audit collections and install collection management system Scope museum sector for collaborative collection management systems;	Woolshed and Cobblestones boards John, coordinator, Consultation with Destination Wairarapa and suitably qualified contractor/mentors. Bridget Wellwood	Ongoing	Advice, brief, concept plans are of quality standard. Advice is current and complies with accepted national museum standards. Concept plans are pragmatic and achievable. Signed off by museum boards	Achieved & ongoing Sept 11: Feasibility review authored by John, peer-reviewed and edited by Mena Antonio, and horse-drawn vehicle collection report authored by Greg presented to Cobblestone board. Aug 11: Museum consultant Bridget Wellwood engaged to produce a status report on the general collection – a critical report within the feasibility

Objective	Action	By whom	By when	How we will be measured	End of year outcome December 2011
	develop and prepare collection management project; identify participant museums.				<p>review as required for major funding applications namely, Lottery Environment & Heritage.</p> <p>Market value of feasibility review amounts to over \$12,000.</p> <p>John presented and advocated for Cobblestones new building development at Greytown Trust Lands Trust (GTLT) last funding round. Hosted recent visits by other potential funder. Support to continue.</p> <p>Oct 11: GTLT grants \$300,000 to Cobblestones for new building project by GTLT.</p> <p><i>“We are so appreciative of the support we have from Toi Wairarapa, which really was the catalyst to start us on this journey.” – Margaret Craig, Trustee, Cobblestones Board.</i></p> <p>30 July Achieved Organised Managing Museum Collections workshop held at Cobblestones presented by Ian Wards of National Services Te Papa Paerangi (NSTP) and Bridget Wellwood.</p>

Objective	Action	By whom	By when	How we will be measured	End of year outcome December 2011
	<p>Professional development workshops for creative industries based on proven NZ Trade & Enterprises (NZTE) model;</p> <p>Review and adapt NZTE's ARMS model to local market. Plan and price workshops and source funding.</p> <p>Advertise, target and invite key target audience.</p>	<p>Coordinator, workshop tutors, presenters, experts, local media.</p>	<p>Sept 2011 – and now annual</p>	<p>Appropriate funding is found. Workshop is relevantly framed and aligns with needs of local target audience.</p> <p>Attendance is near to - or full capacity.</p> <p>Learning outcomes are clearly stated and achieved based on participant feedback</p>	<p>Achieved: May to Aug '11: Creative Winter Workshops series : First full professional development programme launched. (Programme provided).</p> <p>Successful outcomes: Raised awareness of ToiWai; Better gauge of gaps in market and ToiWai's fit within ACH sector; Improved relationship with other ACH orgs; One attendee at Oral History workshop will store at least four oral histories at Wai Archives by year end; Planning for OH project in Eketahuna underway by another attendee; Papawai members attending Marae workshop inspired to produce maintenance plan of their marae.</p> <p>Note: Delivery only possible as most presenters kindly waived fee or accepted payment in kind e.g. meal. Workshops dependent on securing funding or sponsor. Proved successful due to specialist expertise of presenters/tutors thus affirming</p>

Objective	Action	By whom	By when	How we will be measured	End of year outcome December 2011 integrity of programme content.
	<p>Work with operators who also offer their facility as a visitor attraction to undertake the Qualmark Tourism accreditation process.</p> <p>Improve the standards of museums to meet industry standards and offer a quality product to prepare for a new market</p> <p>(An audit of current collection management standards has found many museums falling minimum industry standard).</p>	Trustees, Destination Wairarapa		At least three attractions/operators have been identified as wanting to achieve Qualmark accreditation	<p>Achieved and developing:</p> <p>Re: standards: Held 'Managing Collections' within Creative Winter Workshops programme, to focus on caring for museum collections.</p> <p>Refer below to Cobblestones re: new building development and feasibility review. And, collection status report commissioned. Both address the concern around improving museum standards and caring for collections at risk.</p>
Continue to build on our Partnership with Iwi	Review proposal for Maori Film Festival at Matariki to be jointly hosted by Rangitane o Wairarapa and Toi Wairarapa.	Coordinator and iwi CEO, Jason Kerehi.	By end Feb 2011 and continuing	<p>That findings submitted are of quality standard.</p> <p>Pragmatic recommendations are made which add value to current status.</p>	<p>Achieved Mar 11: Review was submitted based on initial market research.</p> <p>Nov 11: Further scoping paper submitted to explore broader event to include film-making workshops, tourism opportunities to promote Wairarapa as viable film/tv locations; invite, entice and involve many screen professionals living (or, laying low) in the region.</p>

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	<p>Prepare Stage 2 of marae project with NZ Historic Places Trust (NZHPT). Agree best way forward to bridge discussion between NZHPT and marae boards focussing on feasibility of recommendations proffered in respective survey reports.</p>	<p>Coordinator, NZHPT's David Watt and Dean Whiting.</p>	<p>By Aug 2011</p>	<p>That set up of meetings & workshops are well organised, timely and correctly targeted at targeted publics.</p> <p>Relationship established with NZHPT staff to establish ToiWai as facilitator for local branch meetings & workshops confirmed.</p>	<p>Achieved: 13 Aug '11 Marae Workshop: Stage 2 of the marae project culminated into a conservation workshop titled 'Marae' at Papawai Marae, which we organised.</p> <p>Acting Chair Peter Rewi inspired by workshop and spurred to progress maintenance work, distributed widely the conservation templates received from Dean Whiting.</p> <p><i>"I found the workshop excellent, it was well planned and presented. It's given Papawai the framework to work to but also motivated us to look at assessment and planning. Thanks a lot."</i> – Peter Rewi, Acting Chair Papawai</p> <p>Outcome: Built deeper contact with marae; database of Maori contacts increasing.</p>
	<p>Support MDC's Origins Festival and review how best to involve Tangata Whenua and bolster M aori representation in decision-</p>	<p>Coordinator, Makuini Kerehi, Tangata Whenua members, other key Maori groups or individuals</p>	<p>Ongoing</p>	<p>That ToiWai continues to facilitate meetings of Tangata Whenua or Maori representation as</p>	<p>Dec 10 to Feb 11 Achieved: ToiWai appointed organiser of main stage.</p> <p>Engaged two members from Maori community to be</p>

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	Continue active involvement in Matariki event	Ngati Kahungunu in Hastings and Wairarapa, coordinator, local sponsors, businesses	Annually	<p>High quality of support is provided;</p> <p>Contacts and networks used are relevant, key and appropriate;</p> <p>Feedback of contribution is positive and deemed meaningful by main organisers.</p>	<p>Achieved Lead up to 8 Jul: Actively involved with logistics, administration and management tasks with Deborah Davidson at Kahungunu o Wairarapa.</p> <p>Negotiated with local transport business to sponsor makeshift stage for free, saving hundreds of dollars and many volunteer hours.</p> <p><i>“Mena’s understanding of how music stage, logistics and council regulations worked</i></p>

Objective	Action	By whom	By when	How we will be measured	End of year outcome December 2011 <i>was really valuable. [The main organiser] asked that Mena stay involved as we worked so well together". – Deborah Davidson</i>
Continue to network with and support to the sector	Continue to build on existing relationships to deliver support events: <ul style="list-style-type: none"> ▪ MDC – Origins Festival – undertake planning, coordination and management of live stage, negotiate and prepare payment; ▪ Americana; ▪ The Spot Youth Centre; ▪ Golden Shears; ▪ Ngati Kahungunu re: Matariki. ▪ Develop outreach opportunities for Aratoi ▪ Museums: Aratoi (through upcoming Sheep photographic exhibition, Cobblestones, The Woolshed; ▪ Rangitane o Wairarapa; ▪ Greytown Arts Festival; ▪ Greytown retail, tourism and Cobblestones; ▪ WaiArt; Masterton Art Club; members of MainArtery; ▪ Victoria St artists ▪ Many, many individual artists, musicians, writers, dancers and small interest groups. 	Arts Coordinator, Trustees, relevant organisers, event hosts, project managers etc	Ongoing & various	Feedback that our participation is positive and the objectives set for ToiWai are achieved and that quality service is delivered with utmost level of professionalism. That constructive feedback received is used to improve performance. And that feedback continues to be positive, relevant and value-added. And improvements are always made to enhance the quality of services. That ToiWai deliver projects within budget; and within parameters set.	Events: see above feedback above. Feb 25 Americarna: Managed film set of main street, performers and art & music programme. Planning and part of organisers' team. To Feb '11 The Spots Arts Day: Organised artists to present at arts programme To 18 Jun '11 Song writing & Music workshop Sourced and organised presenters for; Financial contribution made. Ongoing World Champ Golden Shears: Involved with organising arts contribution with plywood sheep, auction and art & craft stall. To 8 Jul Matariki: see above Ongoing Aratoi: agreement to plan next workshop series with Aratoi

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	<p>Tasks relating to the groups above are ongoing and build on the outcomes already achieved.</p> <p>Takes, on average, two active opportunities per week to introduce or promote its services to community and where relevant.</p>			<p>That ToiWai continues to be invited to advise, partake, serve, work etc alongside various groups, organisations and individuals.</p>	<p>December 2011 From Nov '10 – Mar '12 opening of Woolshed Exhibition: Concept storyline and draft project plan submitted. Financial support provided. Advice to Geoff Walker re: bizplan for photographic exhibition of life in Wairarapa woolsheds.</p> <p>Ongoing: Advice on funding application for Creative Communities: e.g. Maori artist, weaver and Neighbourhood Support; Family Day and Ageing with Attitude events (by MSHCC): sourced performers and presenters through ACH networks.</p> <p>WaiArt: good working relationship established, twice on judging panel, involvement with Golden Shears, in process of organising an inspirational speaker – underway.</p> <p>Masterton Art Club: invited to open recent exhibition; approached to facilitate and develop concept of Victoria St Art & Heritage day with open day.</p>

Objective	Action	By whom	By when	How we will be measured	End of year outcome December 2011 Victoria St Art & Heritage: facilitated meeting with artists residing in street to explore open day event to celebrate arts and heritage of street. On hold for now. Developing and ongoing: Contacts: Database and website deemed as effective tool to collate hordes of contacts being made and disseminate information back to the community. Ongoing Key relationships established: Masterton, Carterton & South Wairarapa district councils, Carterton Event Centre, MainArtery. Aratoi, King St Artworks, Eastside Project, Cobblestones Trust, The Woolshed, Kahungunu o Wairarapa, Rangitane o Wairarapa, WaiArt, Masterton Art Club, NZHPT, The Spot, REAP, Greytown Arts Festival, Masterton Healthy & Safer Communities, Youth Connex, Limelight, MATS, Harlequins theatres plus many individuals and special interest groups.

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<p>Identify ways to increase participation in the sector</p>	<p>Identify new events or activities that can be an attractor of visitors to the region or can build and strengthen existing initiatives.</p> <p>Seek funding to establish new website. Explore best social network medium Create social network page on Facebook.</p> <p>Develop database; keep record of contacts;</p>	<p>Trustees and Arts Coordinator working in consultation with local groups including business associations, artists, event organisers and Destination Wairarapa.</p>	<p>Ongoing</p>	<p>One new event identified and one other initiative under discussion or in the calendar</p>	<p>Achieved: Photographic/museum exhibition project surveying the life around the local woolsheds being developed in partnership with Aratoi and Shear Discovery in time for World Champs in 2012.</p> <p>Part achieved and ongoing Monthly feature in the Wairarapa News arranged under Toi Wai banner. Features fluctuate with current work activity. Report writing, reviews, planning etc have dominated past months' workscape and not warrant publicity.</p> <p>Ongoing: Funding sought to develop website and database. Talks underway.</p> <p>Scoping of producing a directory of sector – underway.</p>
<p>Identifying ways to grow the arts economy</p>	<p>Continue to promote new opportunities that have already been identified – Greytown Arts and Cultural Centre, Pride of the Valley, Improving museum product standards to increase visitor numbers.</p>	<p>Coordinator, trustees namely, John Gilberthorpe, coordinator, funding providers,</p>	<p>From Jun '11 to ongoing</p>	<p>Trustees continue their active involvement in South Wairarapa projects under ToiWai banner.</p>	<p>Ongoing: Review of Deed for Greytown Arts Festival undertaken ;</p> <p>Achieved: ToiWai supported advertising, funding and maintenance through</p>

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	Administration and maintenance support to operate 'Pride of the Valley' throughout 2010-11 summer period. Review status for 2011-12 period.	Greg Lang, Cobblestone trustees	Nov to Dec '11		successful trial period for Pride. Cobblestones Trust to consider whether they will operate again this summer. Although the venture ran at small loss, feedback was encouraging.
	Develop professional development workshops targeting relevant individuals and organisations to best position them for marketplace.	Coordinator, presenters, Aratoi, John Gilberthorpe, coordinator, local museums, NSTP	Ongoing		Ongoing: Next series of workshop planned to include for example: Digital Photography of taonga, Directing Musicals, Sound and/or Set Design, Project Management for the Arts etc
	Support museums to improve museum standards and enhance product to increase visitor numbers.	As above	Ongoing		Ongoing: work with Cobblestones; develop workshops with Aratoi to improve museum product.
	Initial enquiries to develop business mentoring programme for artists	Wairarapa Chamber of Commerce, Aratoi, artists: senior and budding, art groups.	Confirm by March '12		

Resources needed that were identified to deliver the Business Plan.

People	Status
One part time coordinator	One part time coordinator position working successfully. However, Trust will monitor demands on services as Trust's profile in community rises.
Contractors to undertake workshops and courses.	Contractors will be commissioned as required and dependent on successful funding application outcomes.
The Trustees considering new trustee as Masterton District Council appointee to replace Mena.	A short list of candidates with the appropriate skills and networks is being considered.
Financial	
Financial reports not included.	Unable to produce updated financial statements having received three days notice of the report due date. However will provide accounts before Christmas break.
The Trust will continue to employ a part time arts coordinator within current funding levels. In 2011/12 the Trust will do this from a modest surplus carried forward and grants from the three Wairarapa District Councils.	The planning and delivery of the Trust's work programme requires at the very least a part time paid position. Given the amount of work and the level of communication and administrative skills required to perform well in this role, it is unrealistic to expect this all could be achieved on an unpaid basis. The salary for this position is paid entirely from the grant money received from district (councils) .
Demand for services has increased especially given the overall success of the workshop series, growing public profile and the development work around Cobblestones, which will continue indefinitely. Delivery of special projects will rely wholly on successful funding applications. These include: development of a website, current sector database, audit and management of museum collections, lighting	The Trust will monitor the pressure on service delivery to properly meet community needs within current funding allocation. It is an ongoing challenge to deliver high quality effective services within a limited budget. We will continue to be creative to find ways to achieve this. If funding applications are unsuccessful some or all of these initiatives may have to be revised or shelved in the short term.

Comment [PM1]: Not sure what this means

workshop, professional development workshops. Combined councils' commitment for the period July 2011 -June 2012 is \$45,000 as follows: Masterton \$25,000; Carterton \$10,000 and SWDC \$10,000.	It is critical for planning purposes that the Trust can rely on the grant funding being allocated on an annual basis. Uniformity around the three Councils' funding process provides consistency and confidence in planning and implementation. As things stand, SWDC require the Trust to apply each year rather than provide for the contribution on a fixed budget allocation, which presents difficulty in planning a programme. Early notification that funding has been allocated will assist the Trust in planning its activities for the year and delivering them within budget.
Communicating with our stakeholders and the broader community	
The Trust will report to its Council stakeholders at least twice a year and will develop a communications plan to engage with the broader range of arts, culture and heritage groups.	First report presented in February 2011. Second on completion of full year in June. Trust works to Jul-Jun financial year. Communication with broader sector being undertaken.
The Trust will on a regular basis provide press release to the local media on stories of interest.	Underway. High publicity and visibility throughout the winter and spring season around the workshops.
Chair and Trustees will continue to visit and engage with Councils and groups.	Actively being undertaken. Seeking to resolve with SWDC the process for allocating funds to the Trust each year that currently is by application on an annual basis. We are very happy with reporting processes and happy to be held accountable but being a combined strategy of the three Councils we are concerned that we cannot rely on a consistent level of funding.
Risks to plan	Risk management approach
District Council funding not confirmed as part of LTCCP	Ensure ongoing discussion to secure funding from three Councils going forward and ensure risk to viability of Trust is understood if funding reduced or withdrawn.

Pressure to increase co-ordinator's hours of work as demand for services and activities increase.	The Trust will work closely with the co-ordinator to manage demands of a part time position. May need to compromise engagement of specialist skills or find alternative funding to increase hours if required.
Unsuccessful funding outcomes for special projects	Special projects do not proceed without funding.
Trustees current level of contribution is not guaranteed.	Ensure appointment of suitably qualified people to take on Trustee role. Maintain full complement of Trustees if possible.
Planning for 2012	
Arts, culture & heritage Expo with a theme: Knowing Me Knowing You;	Planning and project proposal being compiled – underway.
Follow up on an approach from local artist about establishing community arts space to house display and working spaces;	Visit made to Square Edge Art Space in Palmerston North; Heritage Shed behind Café Cecille - ongoing.
Website, database, directory development.	Discussions with e-builder to explore options of blogs, sites, social media as well as costs – started.
2013 Creative Winter Workshops	Proposed line-up: Project management in arts context; Intro to directing musicals; Sound and/or Set Design; Digital Photographic of Taonga; Oral History; and Event Management of cultural events
Wairarapa Film Festival – “Wairarapa on Film”	Review and scoping papers submitted – jointly assessing viability with Rangitane o Wairarapa.
The Art of Business: business mentoring programme for artists and creative groups.	Scoping – underway.
Feasibility Review: “The Way Forward” for Cobblestones	Primary paper submitted. Work to adapt for major application to Lottery Environment & Heritage. John Gilberthorpe continues to play

Review of Arts, Culture & Heritage Strategy	key role in advocating, advising and support Cobblestones Trust with new development. Awaiting instruction from Councils.
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John Gilberthorpe
Chair and on behalf of the Trustees of
Arts Culture and Heritage Trust- Toi Wairarapa