



TE MATATINI
Kapa Haka Aotearoa

Annual Plan

2015 - 2016

Te Matatini Society Incorporated



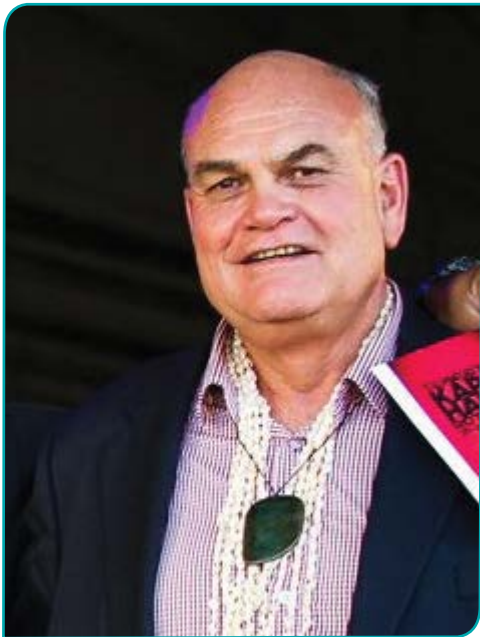


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HE MIHI



Mauriora ki te rangi, kia Io Matua kore anake.

Mauriora ki te whenua.

Kia tātau ngā uri a rātau mā e hāpai nei i ngā tikanga, e tu pakari ai a Te Matatini.

Tēnā tātau te hunga i whītiki, i maranga, kia toitū ai te Kapa Haka. Kei te mihi atu ki ngā Ariki, ki ngā rangatira, ki te iti, ki te rahi, ki te whakamataku. Tangihia o tātau mate huhua kua ngaro atu i te tirohanga kanohi, rārangi maunga ka tu tonu, rārangi tangata ka ngaro noa. Heoi ano ra ki te hunga mate whakangaro atu rā koutou ki te pūtahitanga o Rehua, ki te huinga o te kahurangi ka oti atu ai.

“Ko te whare maire ka tu ki roto i te pā tūwatawata he tohu no te rangatira”.

No reira kia tātau te iwi pūmau, pono, kaingākau hoki ki te kapa haka, ki ōna reo, ki ōna tikanga, ki kaha, kia manawanui, ko tātau “Ngā tatangi a te Whare Karioi” ngā kai manaaki, ngā kai hāpai a Te Matatini.

Kei roto i ēnei tātai a Te Matatini ngā kaupapa hei ārahi i a tātau ki tētahi taumata ano. Ahakoa pēhea te huri a te ao.

Ka mau tonu i te tūturutanga o tēnei puia ki te kapa haka, tōna orokohanga mai, ōna whakapapa mai i ngā kokoru i ngā pūmotomoto o te motu whakawhiti atu ki ngā Hawaiiki ō ō tātou matua tipuna.

Ko tā Te Matatini e whai nei kei roto i tēnei mahere ko ngā kaupapa hei whakarangatira i te kapa haka.

“Mā tini, mā mano, ka rangatira a Kapa Haka”

Ko te mea nui takatu ake ai ki ngā mahi nei. Kia tau te ia o te mauri kia tātau katoa.

Naku nā,

Selwyn T Parata
Tiamana

FOREWARD

E nga rau rangatira ma, tena ano tatau katoa,

In June 2013, the National Committee signed a three year Strategic Business Plan 2013-2016 that set the direction for Te Matatini and created an annual work programme that was both challenging and rewarding. This Annual Business Plan is in response to the third and final year of the Te Matatini Strategic Plan.

For a small organisation we tend to punch well above our weight. We receive annually \$1.2 million base-line funds from the Ministry for Arts, Culture and Heritage, in which we undertake;

- the operations of Te Matatini,
- kapa haka development at all levels in 13 regions,
- international engagements, and
- kapa haka projects,

Te Matatini Festival 2015 held in Christchurch delivered an economic impact of \$9 million to the region. However no extra funds were provided to conduct a major national festival of significant importance for Māori / Iwi and New Zealand. The festival team instead sort external sponsorship, sold stall-holdings and tickets to cover the five day event that costs a minimum of \$2 million.

When you consider our success in Christchurch in terms of value, economic and cultural impacts was on par with the Cricket World Cup yet that project received significant funding and major international marketing, the opportunity now exists for a new business model to be developed for Te Matatini and with that, serious discussions of increased funding.

Therefore, this coming year will set a new direction for Te Matatini, seek opportunities to increase base-line funds, increase the capacity of the organisation and support the regions as they take lead roles in developing their kapa haka activities culminating in the hosting of 13 regions festivals.

“Mā tini, mā mano, ka rangatira a Kapa Haka”

Darrin Apanui

Darrin Apanui
Executive Director



THE FOCUS OF THIS PLAN

Revisiting Our Kaupapa

Who is Te Matatini and why are we here? This year sees a time of reflection for Te Matatini as we deliberate to ensure that our kaupapa to *'Foster, develop and protect Kapa Haka in the pursuit of excellence'* still aligns with the mahi we currently do and the outcomes that we strive towards across the next twelve months and beyond.

Te Matatini is often challenged by the *'cry'* of the people to be more involved and to provide greater support at the rohe / regional / community level of Kapa Haka. Often Kapa Haka at that level has a different purpose - not necessarily destined for excellence but focussed mainly on participation, reconnection with tikanga and building whanaungatanga. With the potential for new funding based on new thinking the timing may be right for Te Matatini to build a community strategy that sees it provide greater support at the 'grassroots' level and to be more purposeful in 'feeding' talent and skill through to regional and national representative level.

Such growth and development could see Te Matatini challenge the perception that we are *'the festival'* and that we only have a presence once every two years on the Māori calendar. This is an opportunity that could see Te Matatini become more integral and involved in the development of Kapa Haka, at all levels, nationwide.

Strengthening the Infrastructure of Te Matatini.

Our business year of 2015-2016 is an *'off festival'* year for the organisation thus giving us space to strengthen the organisation to deliver well and look for new opportunities to use resourcing and grow the organisation. The board has undertaken a review of its performance and will plan training and develop policy that addresses some of the areas identified for development.

Te Matatini will also strengthen its staffing capacity by looking to better utilise the skillsets of current staff whilst identifying areas of need that could be filled with an additional position or positions. The challenge remains for Te Matatini to retain staff and their intelligence to ensure the flow of information from one festival to the next. Funding limitations mean that Te Matatini is often unable to hold staff who outgrow their salary brackets - this often comes at a huge loss to the organisation as the knowledge leaves with the personnel.

Aligning with the Cultural Sector Priorities of MCH

Fostering inclusive New Zealand identity

The 2015 Te Matatini National Kapa Haka Festival held in Christchurch was the perfect example of how Te Matatini contributes to an *'inclusive NZ identity'* - this festival crossed the cultural divides to see Māori and non Māori gather to enjoy this cultural spectacle. Who we are as Māori, both on and off the stage, was captured at this festival from our kai, to the way we look after our pepi, our kaumatua and our willingness to embrace and include non Māori in our cultural activity. Upon reflection almost everything Te Matatini does embraces this priority and because of that much of the work in the upcoming year can align to it.

Supporting Māori cultural aspirations

Te Matatini is perfectly positioned to deliver on this priority for the ministry. We are closely connected to iwi, rohe and schools and in so being are attuned to their aspirations for Kapa Haka. This puts us in the unique position of being able to be responsive to rohe and schools through their delegates and to ensure their voices are heard at Te Matatini organised and run, wananga.

Front footing transformative technology

Te Matatini, through AKHL intends to grow its digital broadcasting of Kapa Haka throughout the motu for both the regional and national school and rohe stages. Initiated last year AKHL has been able to contribute financially to school and rohe Kapa Haka groups through the funding it has received for broadcasting fees. Live webcasting of Te Matatini's regional and national events has changed the way that our audience engages with Kapa Haka. The upcoming year will see AKHL and Te Matatini continue to provide quality coverage of Kapa Haka performances and increase the accessibility to the art form both in New Zealand and internationally.

Improving cultural asset sustainability

Te Matatini has identified a priority to build and update an archival record of all the imagery and footage collated since the festival began in 1976. Through AKHL, policy will be developed to better protect the works and imagery of Kapa Haka.

Measuring and maximising public value

Following on from the scoping report commissioned last year, Ngā Hua a Tāne Rore, Te Matatini is keen to progress research streams that will particularly give us information and data around the impact of Kapa Haka on health and wellbeing, including healthy communities as well as gathering data that can demonstrate the public value of Kapa Haka and the economic and social costs and benefits associated with Kapa Haka.

These research projects will help Te Matatini to identify how some of the work we do can align to the work of other state sectors thus improving our ability to secure greater cross sector financial support for our activity.

Preparation for Te Matatini 2017

2015-2016 is an 'off festival' year for Te Matatini and is the perfect opportunity for us to build 'templates' and harness the lessons learnt from 2015. Work has already begun on building a catalogue of templates and information that will help with the planning and organisation of the 2017 festival. This will help to improve the efficiency of the festival's management and provide extra guidance to the new host committee and contractors as well as any new staff.

Research Project Development

The undertaking of research streams from the commissioned scoping report, Ngā Hua a Tāne Rore, from 2014 provides an exciting opportunity for Te Matatini to gather data and information that demonstrate the value of Kapa Haka. As an organisation we have always known the value of Kapa Haka and its potential to contribute to whānau ora. Te Matatini will commit to at least two pieces of research in the next twelve months that will begin to explore how we can shape future work that we do to be more responsive to the needs of Kapa Haka and whānau.

Summary

The upcoming financial year for Te Matatini of 2015-2016 is a time when we can review and reshape. Being a non festival year gives the staff and the board time to evaluate systems and practice and make the changes necessary to improve productivity and efficiency within the organisation.

Having the opportunity to do a budget bid for 2016 has prompted a move by the board to examine the strategic direction of Te Matatini and to identify any new approaches and thinking that might change the way we do business and attract new money.

Amongst the major tasks that need to be undertaken this year are:

1. A review of the Judging system and the consequential build of the new Automated Judging System for the 2017 festival. This is a process likely to take up to 12 months to do.
2. A start on the digital and physical archiving of Te Matatini imagery / footage / files.
3. Restructure of staffing to build capability.
4. The development of the International portfolio and policy.
5. Progress to reach broadcasting strategy milestones.

The upcoming year marks a year of potential opportunity for Te Matatini following on from a most successful 2015 festival.

The next twelve months creates an opportunity for some innovative and fresh thinking around the way in which Te Matatini does business ... *it's an exciting time!*

WHANGAI – Kapa Haka Excellence

The Matatini remains committed to ensuring our activity supports the pursuit of Kapa Haka excellence.

The 2015 festival highlighted the rising standard of Kapa Haka in Aotearoa. The 'trend setter' groups define new boundaries to be defied and groups are always looking at how to do the next 'new thing'. This raises challenges for Te Matatini as new initiatives on the stage can challenge current rulings meaning these always need to be reviewed to ensure they stay relevant. This coming year sees a major review of the Judging criteria, the rule book and the place of Te Reo as an assessment tool for Kapa Haka competence. There has been much debate on how Te Reo could, should and could be judged and the challenge for Te Matatini is finding a standing point on this issue that it is comfortable with and that takes rohe expressions into consideration. This is liable to be a major piece of work for Te Matatini as it paves the way for the 2017 festival in Hastings.

Groups are demonstrating an increasing ability to create new compositions that tell their stories, whakapapa or convey political messages. The stage gives 'voice' to many wonderful stories and compositions are being written that attribute much mana to the groups and their composers. Te Matatini whilst supporting the writing of new material is committed to ensuring these works are protected and ownership rightfully credited.

Te Matatini forges ahead to strengthen its relationships with schools and look for opportunities to provide value to their regional and national competitions and to help provide consistency.



OUTCOME - WHĀNGAI: Kapa Haka Excellence:

The pursuit of excellence drives high quality performances and productions

STRATEGIC OUTPUTS	EXPECTED RESULTS	STRATEGIC KEY PERFORMANCE MEASURES	ANNUAL KEY PERFORMANCE INDICATORS-2015 / 2016
1. Develop standards of performance excellence	<ul style="list-style-type: none"> Efficient judging process Increase in judging competencies Improved efficiencies in planning and managing National Festival New levels of excellence and innovation recorded at National Festivals 	<ul style="list-style-type: none"> % Kapa Haka satisfaction competition and judging system National Festival goals and financial targets met 	<ul style="list-style-type: none"> 100% satisfaction Best practice models reviewed and integrated
2. Facilitate wānanga to inform standards and share best practice	<ul style="list-style-type: none"> Increased knowledge and skills amongst performers, tutors and judges 	<ul style="list-style-type: none"> Number of wananga held Number of national conferences supported 	<ul style="list-style-type: none"> 2 national conferences supported
3. Support Kapa Haka programme and new composition development	<ul style="list-style-type: none"> New waiata and haka composed and recorded New standards of excellence achieved Growth of Kapa Haka in regions 	<ul style="list-style-type: none"> Number of development plans and milestone reports submitted Number of new compositions developed and recorded 	<ul style="list-style-type: none"> 100% plans and reports received 35% new compositions performed and recorded
4. Create reporting tools for regional and school competitions	<ul style="list-style-type: none"> Improved timeliness and consistency of reporting Improved quality of reporting against agreed performance measures Reduced administration cost to Te Matatini 	<ul style="list-style-type: none"> Number of reports received on time Number of reports that meet TM (and funder) reporting standards 	<ul style="list-style-type: none"> 90% reports received on time 80 % reports meet reporting standards
5. Create model of excellence for Kapa Haka productions	<ul style="list-style-type: none"> Professional productions produced Kapa Haka excellence modeled and showcased 	<ul style="list-style-type: none"> Development and use of model 	<ul style="list-style-type: none"> Model used for all production planning
6. Grow Te Matatini corporate brand	<ul style="list-style-type: none"> Recognition of TM Corporate Brand (separate to Festival) Positioning of TM Society as the New Zealand/national organisation for Kapa Haka excellence 	<ul style="list-style-type: none"> % Customer and stakeholder recognition of brand 	<ul style="list-style-type: none"> 95% surveyed stakeholders and customers aware of Te Matatini corporate brand and Te Matatini Festival brand

MANAAKI – Knowledge Protection

Protecting works remains an ongoing challenge for Te Matatini as we explore ways to best achieve this. Away from the stage there have been great reviews for the live stream broadcasting of all national level Kapa Haka competitions – an exciting step forward in Te Matatini’s digital future.

For the next five years, Aotearoa Kapahaka Limited will have exclusive rights to broadcast Te Matatini which includes the twelve haka regions, the national primary schools competition and the national secondary schools competition. As well as the obvious benefit of widening the captured audience this gives Te Matatini greater control over the use of Kapa Haka performance footage and ensuring the integrity of its future showings.

Te Matatini will seek to secure the same protection for the imagery that Kapa Haka generates through its regional, schools and national Te Matatini festival.



OUTCOME: MANAAKI - Knowledge Protection:

Kapa Haka knowledge is protected and preserved for the enjoyment of all

STRATEGIC OUTPUTS	EXPECTED RESULTS	STRATEGIC KEY PERFORMANCE MEASURES	ANNUAL KEY PERFORMANCE INDICATORS-2015 / 2016
7. Develop copyright and intellectual property policies	<ul style="list-style-type: none"> • Copyright and IP rights established • Use of footage and images accords with Kapa Haka IP rights or agreements • Protocols formalized for capture, access and use of Te Matatini footage, images and audio • Opportunity to negotiate use of official footage and images for Te Matatini promotional and/or commercial purposes 	<ul style="list-style-type: none"> • % compliance with protocols • % of Kapa Haka groups agree to Te Matatini proposed framework and provisions to manage IP 	<ul style="list-style-type: none"> • 100% compliance • Review of protocols (if required) • 90% of all Kapa Haka held images, footage and audio files able to be used by Te Matatini for promotional or commercial purposes
8. Catalogue record of competitive Kapa Haka from 1972 to present day	<ul style="list-style-type: none"> • Historical record maintained and resources archived for future generations • Accessible catalogue available for promotional or educational purposes 	<ul style="list-style-type: none"> • % of resources catalogued 	<ul style="list-style-type: none"> • All images, footage and audio files archived

WHAKATIPU – Kapa Haka Growth

Raising the profile of Kapa Haka in Aotearoa opens the door to greater involvement and investment in the art form and offers a greater exposure to general New Zealand. Growing Kapa Haka is fundamental to sustainable competition and the development of the art form.

Significant work has been done to secure multi year investments from partners allowing for longer term planning for Te Matatini with funding assurance. The executive board of Te Matatini has identified its desire to proceed with its work in the development and growth of Kapa Haka in a visionary and holistic way. Identifying research streams from the Ngā Hua a Tāne Rore research project will help Te Matatini gather data to help support any new initiatives incorporated into our strategic planning moving forward. With coverage across the areas of health, education, social and economy we are hoping to secure cross sector funding support for the business we undertake.

The National Committee / Executive Board have begun a series of strategic planning meetings to examine the core business of Te Matatini, to look for potential business opportunities and developments and to identify any 'new thinking' that might support a budget bid for 2016-2017. Whilst discussions are still in their initial stages there is a definite move for Te Matatini to move forward with a broad and holistic approach to business moving forward.



OUTCOME: WHAKATIPU - Kapa Haka Growth:

Kapa Haka growth is stimulated through increased engagement and investment

STRATEGIC OUTPUTS	EXPECTED RESULTS	STRATEGIC KEY PERFORMANCE MEASURES	ANNUAL KEY PERFORMANCE INDICATORS-2015 / 2016
<p>9. Strengthen existing relationships with strategic partners for mutual benefit</p> <p>10. Collaborate with government agencies to support them to invest in Kapa Haka development</p>	<ul style="list-style-type: none"> Increased opportunities for public and private investment in Kapa Haka communities Strategic investment in Kapa Haka growth and development Sustainable investment in National Kapa Haka Festival Lease Te Matatini Mahau to significant events Increased resources to support teaching and learning of Kapa Haka in schools 	<ul style="list-style-type: none"> Number of relationships brokered between government/ partners and Kapa Haka communities Number of initiatives developed with government agencies % of sponsorship targets met for Festival Number of initiatives funded by public or private sector orgs 	<ul style="list-style-type: none"> 2 initiatives undertaken with government 3 initiatives undertaken with Te Matatini Strategic Partners At least 2 national and 6 regional Kapa Haka events funded by public or private sector org 1 international and 1 domestic lease arrangement negotiated for use of Te Matatini Mahau
11. Build evidence base on Kapa Haka communities, economic impact and contribution to outcomes	<ul style="list-style-type: none"> Community/stakeholder database Improved identification of Kapa Haka contribution to social, cultural and economic outcomes Evidence base informs Kapa Haka planning and investment 	<ul style="list-style-type: none"> Report produced annually 	<ul style="list-style-type: none"> Report on economic impact of 2015 National Festival produced
12. Conduct market research to identify potential revenue streams and investment opportunities	<ul style="list-style-type: none"> Informed event and festival planning Targeted sponsorship packages developed Informed setting of revenue and ticket sales targets Audience growth through specific marketing strategies Potential revenue sources identified to help sustain activities 	<ul style="list-style-type: none"> Number of revenue generating activities undertaken % of audience targets met % of market segment targets met 	<ul style="list-style-type: none"> 3 revenue generating activities undertaken 80% audience targets met at regional events

OUTCOME: WHAKATIPU - Kapa Haka Growth:

Kapa Haka growth is stimulated through increased engagement and investment

STRATEGIC OUTPUTS	EXPECTED RESULTS	STRATEGIC KEY PERFORMANCE MEASURES	ANNUAL KEY PERFORMANCE INDICATORS-2015 / 2016
13. Develop Te Matatini merchandise and promotional products	<ul style="list-style-type: none"> Sustainable revenue stream to support Te Matatini operations and funding initiatives Promotion and exposure of Kapa Haka (television footage, images, music, resources) 	<ul style="list-style-type: none"> Number of merchandise products developed Number of requests for promotional products 	<ul style="list-style-type: none"> 2 additional Te Matatini Aotearoa merchandise products developed At least 100 requests for promotional products
14. Develop investment policy to guide Te Matatini and public/private investment in Kapa Haka	<ul style="list-style-type: none"> Better informed decision making on investment/spend Ensuring return on investment for use of TM baseline funding Better targeting of investments to grow or support the art form 	<ul style="list-style-type: none"> Compliance with policy Achievement of goals/outcomes % Return on investment 	<ul style="list-style-type: none"> 100% compliance Outcomes/goals met % ROI measures met

PUAWAI – Audience Growth

This coming year is the perfect time to capitalize on the outreach and success of the 2015 Te Matatini National Kapa Haka Festival held in Christchurch. The live webcast, Television broadcasting coverage and the large ‘walk in’ numbers, especially from tourists in Christchurch during this time have done much to broaden and increase the exposure of Te Matatini. A lot of the work that Te Matatini will do during 2015–2016 will focus on how we continue to build on that outreach.

The 2015 festival has generated a lot of international interest in Kapa Haka excellence and Te Matatini will shape a new international policy to best meet demand while balancing our capacity to deliver and ensuring that the engagements we fulfil internationally align with our outcomes for 2015–2016. As agreed by the Executive Board these international engagements should come at little, if any, cost to Te Matatini. There will be opportunities for at least three international visits for NZ’s top Kapa Haka performers as well as a central role for a large number of Te Matatini performers at the Royal Edinburgh Military Tattoo scheduled for February, 2016 in Wellington.

The national primary school competition, Te Mana Kuratahi and the regional open competitions will give an opportunity for AKHL to deliver the live webcasts across Aotearoa that keep the events accessible to whanau and schools and increase the audience numbers considerably. Te Matatini will continue to distribute the Regional Development Fund across the thirteen rohe to support their regional competitions and their regional outreach. Te Matatini remains committed to ensuring the health and wellbeing of Kapa Haka at this regional / community level and the Regional Development Fund wraps support around the ability of rohe committee to run a fair and efficient regional competition.



OUTCOME: PUAWAI - Audience Growth

Kapa Haka excellence is showcased to a wide and diverse audience

STRATEGIC OUTPUTS	EXPECTED RESULTS	STRATEGIC KEY PERFORMANCE MEASURES	ANNUAL KEY PERFORMANCE INDICATORS-2015 / 2016
15. Administer the Regional Development Fund	<ul style="list-style-type: none"> Increase in Kapa Haka performers at regional levels Increased exposure of Kapa Haka at a regional level 	<ul style="list-style-type: none"> Number of events held per region Number of regional performers Number of audience members at events % Reporting and milestone requirements met 	<ul style="list-style-type: none"> At least 13 regional events held 120+ teams competing at regional festivals 4,000+ performers competing at regional festivals 60,000+ audience members at regional events 95% reporting requirements met
16. Hold Biennial National Kapa Haka Festival	<ul style="list-style-type: none"> Increase in audience and listener numbers National and international exposure of te reo, culture and Kapa Haka excellence 	<ul style="list-style-type: none"> Number of performers Number of spectators, online audience, and radio listeners Customer Satisfaction rating Number of media and online items generated 	<ul style="list-style-type: none"> Not applicable
17. Contribute to the rebuild of Christchurch	<ul style="list-style-type: none"> Economic contribution to Christchurch 	<ul style="list-style-type: none"> Economic impact in Christchurch as result of festival 	<ul style="list-style-type: none"> Not applicable
18. Provide funding and support for National Primary and Secondary School Kapa Haka competitions	<ul style="list-style-type: none"> Strengthening of Kapa Haka within schools Whānau and family participation in school/Kapa events 	<ul style="list-style-type: none"> % Reporting and milestone requirements met 	<ul style="list-style-type: none"> 100% reporting and milestone requirements met

OUTCOME: PUAWAI - Audience Growth

Kapa Haka excellence is showcased to a wide and diverse audience

STRATEGIC OUTPUTS	EXPECTED RESULTS	STRATEGIC KEY PERFORMANCE MEASURES	ANNUAL KEY PERFORMANCE INDICATORS-2015 / 2016
19. Participate in national and international opportunities to expose and showcase Kapa Haka	<ul style="list-style-type: none"> International exposure of Kapa Haka excellence 	<ul style="list-style-type: none"> Number of events attended Number of media items generated Number of shows or activities supported Number of media and online items generated 	<ul style="list-style-type: none"> At least 3 events attended/ supported At least 3 national and 6 international articles on Kapa participation at international events
20. Utilise digital resources and technology to promote Kapa Haka	<ul style="list-style-type: none"> Lowering of marketing, operational and administrative cost through greater use of cost effective technology Increased reach to wider and more diverse audiences through online technology, apps and innovative software 	<ul style="list-style-type: none"> Number of online festival viewers Number Facebook, and YouTube followers Number of website visits Number of users of Te Matatini software apps % increase in reach to identified market segments 	<ul style="list-style-type: none"> 8,000 Facebook followers 2,500 YouTube Followers 1500 website visits (average) per month 250+ TM app users 10% increase in followers/users across identified market segments
21. Develop a long term broadcasting strategy	<ul style="list-style-type: none"> Increased accessibility and audience reach High quality broadcast productions 	<ul style="list-style-type: none"> Strategy developed Audience growth 	<ul style="list-style-type: none"> 2% increase in audience numbers 1% increase in across identified market segments

ORGANISATIONAL HEALTH

It is pivotal that Te Matatini provides a strong foundation upon which to operate at both the governance and operational level of management. Transparency, integrity, smart decision making and good relationship building helps to build our credibility as an organisation, in the community and across the state sector and gives our rohe whanau confidence in our ability to manage a good, responsive organisation and a fair competition.

Te Matatini has identified some key components to strengthen the infrastructure of the organisation that are slotted into our annual plan for this period to increase productivity and to ensure we deliver on our commitments to all stakeholders.

The board has identified the policies for review and the process has begun to draft a new policy to manage Te Matatini's international engagements moving forward.

A reshape of the office is imminent with a review of skillsets, professional development and aligning capacity with new initiatives that the board shapes in its new business model.



OUTCOME: Organisational Health

Organisational capacity and robust business structures are reviewed regularly to support the future direction of Te Matatini

STRATEGIC OUTPUTS	EXPECTED RESULTS	STRATEGIC KEY PERFORMANCE MEASURES	ANNUAL KEY PERFORMANCE INDICATORS-2015 / 2016
22. Governance processes and policies reviewed	Governance policies reviewed annually Governance training to improve committee skills	<ul style="list-style-type: none"> Number of policies reviewed Number of training days completed 	<ul style="list-style-type: none"> Review financial and audit policies All national committee members to undertake 1 day of training in either financial management or strategic planning
23. Develop Business models and structures to promote Te Matatini and Kapa Haka	Models and structures improve the business and operations of Te Matatini to grow and promote Kapa Haka	Business models developed for <ul style="list-style-type: none"> Broadcasting and imagery Productions Mahau International engagement 	<ul style="list-style-type: none"> Develop and create AKHL business entity to control broadcasting, intellectual property and image capture. Implement business model to manage the mahau Develop a model to manage international engagements
24. Staff Development and Capacity	Development opportunities provided to improve skills and succession plan for the future	<ul style="list-style-type: none"> Number of Development plans completed and implemented Number of training days including specialist projects 	<ul style="list-style-type: none"> All staff have a development plan All staff have completed at least 2 days of training in areas as assessed by their development plan

PŪTEA A TAU

	Budget 2015/2016	Projected 2014/2015	Actual 2013/2014
Income	\$	\$	\$
Ministry of Culture, Heritage	1,248,000	1,248,000	1,248,000
CDIP	-	-	118,200
Interest	9,600	8,694	10,717
National Te Matatini Festival	-	2,351,475	-
Ministry of Education	183,000	50,000	50,000
Te Puni Koriri	665,000	-	-
Total Income	\$2,105,600	\$3,658,169	\$1,426,917

Expenditure	\$	\$	\$
Project Expenses			
Whangai	140,000	87,050	41,813
Whakatipu	163,000	20,722	46,935
Manaaki	50,000	-	-
Puawai	830,000	137,031	150,976
Organisational Health	60,000		
Regional Development Fund	372,500	450,000	340,000
CDIP	-	-	103,952
Te Matatini National Festival	40,000	1,895,241	72,833
Total Project Expenditure	1,655,500	2,590,045	756,508

Operations	\$	\$	\$
Governance, Travel & Fees	88,650	116,439	92,537
Personnel	422,800	342,545	325,962
Professional Services	58,000	58,798	69,503
Property & Maintenance	57,890	40,300	29,007
Telecommunications	20,400	13,000	13,544
Office Systems	36,276	38,557	66,547
Travel & Accommodation	24,000	25,000	59,642
Advertising & Promotions	15,500	10,000	13,600
Sundry	1,800	500	5,251
Depreciation	9,600	13,080	18,383
Total Operations Expenditure	734,916	658,219	693,976

Total Expenditure	\$2,390,416	\$3,248,263	\$1,450,484
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Surplus/(Deficit)	\$(284,816)	\$409,905	\$(23,567)
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PROJECTED STATEMENT OF FINANCIAL POSITION as at 30 June 2015

Assets	\$	\$
Current Assets		
BNZ Bank Accounts	516,762	
Accounts Receivable & Prepayments	85,000	
Petty Cash	100	
Total Current Assets		601,862

Fixed Assets	\$	\$
Computers Cost	141,430	
Computers Accumulated Depn	(121,267)	
Office Equipment Cost	48,908	
Office Equipment Accumulated Depn	(29,543)	
Mahau	266,628	
Total Fixed Assets		306,155

Total Assets		\$908,017
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Liabilities & Accumulated Funds	\$	\$
Current Liabilities		
Accounts Payable	25,000	
Other Creditors & Accruals	32,000	
GST Payable\ (Due)	(18,000)	
Total Current Liabilities:		39,000

Accumulated Funds	\$	\$
Opening Balance	459,113	
Surplus\ (Deficit) - for year	409,905	
Total Accumulated Funds		869,018

Total Liabilities & Accumulated Funds		\$908,018
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PROJECTED STATEMENT OF FINANCIAL POSITION as at 30 June 2016

Assets	\$	\$
Current Assets		
BNZ Bank Accounts	304,927	
Accounts Receivable & Prepayments	30,000	
Petty Cash	100	
Total Current Assets		335,027

Fixed Assets	\$	\$
Computers Cost	141,430	
Computers Accumulated Depn	(132,067)	
Office Equipment Cost	48,908	
Office Equipment Accumulated Depn	(31,723)	
Mahau	266,628	
Total Fixed Assets		293,175

Total Assets		\$628,202
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Liabilities & Accumulated Funds	\$	\$
Current Liabilities		
Accounts Payable	30,000	
Other Creditors & Accruals	32,000	
GST Payable\ (Due)	(18,000)	
Total Current Liabilities:		44,000

Accumulated Funds	\$	\$
Opening Balance	869,018	
Surplus\ (Deficit) - for year	(284,816)	
Total Accumulated Funds		584,202

Total Liabilities & Accumulated Funds		\$628,202
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