

TE MAHERE RAUTAKI BUSINESS PLAN

2013 - 2016



TE MATATINI
**KAPA
HAKA**
AOTEAROA







- Courtesy of Rotorua Daily Post
Te Matatini National Festival
2013 - Rotorua (Pōwhiri)

TE MATATINI - THE MANY FACES

Te Matatini ('Mata' meaning face or faces, and 'tini' meaning many) is a term postulated by Professor Wharehuia Milroy, a respected Māori language stalwart, and a Companion of the New Zealand Order of Merit for services to the Māori Language. He describes the underpinning philosophy:

'Māori traditional performing arts bring together people of all ages, all beliefs, all backgrounds,

participants and observers, Māori and non-Māori alike.

When I look I see many faces, young and old.'

Our name – Te Matatini - acknowledges the many faces of the people who contribute to the vitality and vibrancy of Kapa Haka.

It stands as an enduring testament to the multitudes that are a part of, or have been a part of Te Matatini and its kaupapa.

These include the thousands of Kapa Haka performers, tutors and composers, young and old, who bring Kapa Haka to life every day, at home and on the marae, in schools and communities and through regional, national and international events. It also includes the many individuals and whānau who work tirelessly and voluntarily behind the scenes supporting their roopu and ensuring Kapa Haka is sustained from the grassroots of iwi, hapū, whānau to the national and international stages.

Of equal importance are the strategic

partners, government funders and sponsors whose support not only assists the work and vision of Te Matatini, but strengthens the foundation upon which Kapa Haka can flourish. Through their contributions, Kapa Haka excellence continues to be showcased and experienced by audiences throughout New Zealand and overseas.

Finally, encompassed within the philosophy of Te Matatini is the role of Kapa Haka in sustaining Māori culture. Kapa Haka provides a vehicle in which whānau, hapū and iwi can make connections and embark on personal and collective journeys into Māori cultural paradigms. It also embodies the revitalisation and sustainability of te reo Māori (Māori language), ensuring that Māori culture and heritage remains vibrant and accessible for current and future generations.

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HE MIHI

Tēnā koutou tēnā tātau

**“He hōnore, he korōria ki te Atua
He maungarongo ki te whenua
He whakaaro pai ki ngā tāngata katoa”**

Tēnā tātau i roto i ngā whakamatautau o te wā. Kei te mihi atu ki ngā maunga karangaranga ki ngā puke korero ki ngā whakarurunga hau. Tangihia o tātau aituā, te pūkahu kua huri ki tua o maumahara, heoi ano ra e ngā mate takoto marie koutou ki te pō, moe mai ra, okioki atu.

“ Ko te whare maire ka tū ki roto i te pā tūwatawata he tohu no te rangātira”

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

Kei roto i ngā whāinga a Te Matatini ngā āhuatanga hei maunga ringa mā ngā uri whakatipu. Ahakoa pēhea te huri a te ao e kore e wareware ngā taketake o tenei mea te haka, tōna orokohanga mai, ōna whakapapa mai i ngā kokoru i ngā pūmotomoto o te motu whakawhiti atu ki ngā Hawaiki 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.



Herewini Parata

Herewini Parata
Chairman



Darrin Apanui

Darrin Apanui
Executive Director



- Tū Te Manawa Maurea

OUR ORGANISATION

Te Matatini is the national organisation for Kapa Haka and Māori performing arts in Aotearoa, New Zealand. We exist to develop, grow and safeguard Kapa Haka for future generations.

Te Matatini has a 41 year history with competitive Kapa Haka, first begun in 1972 when we were established as the Polynesian Festival Committee. From these early beginnings the organisation made a significant and purposeful shift from being part of a multi-cultural festival to the management of a biennial Māori Traditional Performing Arts festival with a competitive forum for Kapa Haka groups. The organisation underwent further changes resulting in its current structure as Te Matatini Society Incorporated in 2004, a not-for-profit organisation registered under the Incorporated Societies Act 1908, and the Charities Act 2005.

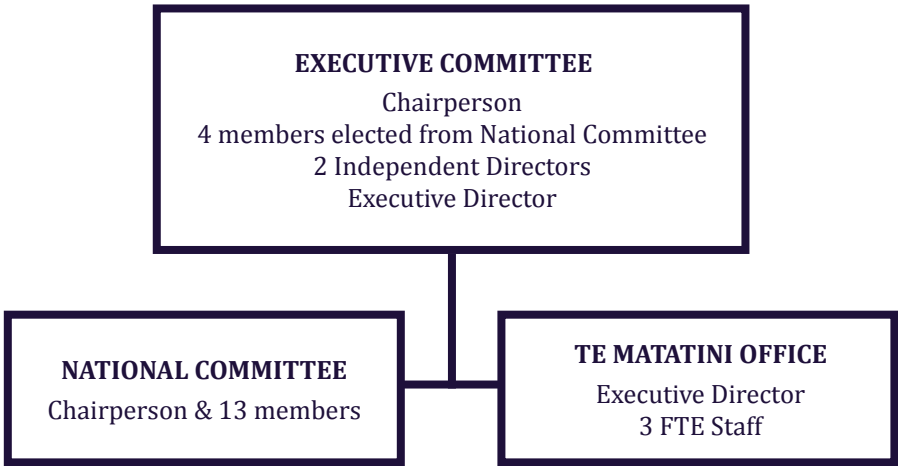
Te Matatini is responsible for fostering, developing and protecting traditional Māori performing arts in the pursuit of excellence. We provide funding and support each year for the local, regional and national development of Kapa Haka. We also work with regional Kapa Haka committees, strategic partners and government funders to promote and lift the profile of Kapa Haka in schools, public festivals and significant cultural events here and overseas.

Te Matatini receives baseline funding of \$1.2 million each year through Vote: Arts, Culture and Heritage

and maintains a working relationship with the Ministry for Culture and Heritage as our major funder. Other funding is generated through event sponsorship and ticket sales and project based grants from Government.

In recent years Te Matatini has sought to create more strategic and sustainable partnerships with organisations that share an interest in the development of Kapa Haka and its associated communities. The first of these relationships were formalised in 2009 between Te Matatini and the University of Waikato and New Zealand Māori Arts and Crafts Institute. More recently we have secured two further strategic partnerships with Kiwibank/NZ Post and Te Wānanga o Aotearoa. Moving forward, we appreciate and are excited by the opportunities these partnerships provide to support the growth and promotion of Kapa Haka domestically and overseas.

ORGANISATIONAL STRUCTURE



Te Matatini is governed by a National Committee made up of a Chairman and representatives from each of the thirteen affiliated regional Kapa Haka committees (see below). An Executive Committee carries out duties and responsibilities on behalf of the National Committee. The Te Matatini Executive Director can recommend up to two independent directors to join the Executive Committee from time to time, to direct and lead projects relevant to their skills. This provides for greater responsiveness to opportunities as they arise and the ability to appoint appropriately skilled people quickly.

A small team based in Wellington are responsible for the day to day operations of the business and implementation of the Business Plan. Current staffing allocation is an Executive Director and three staff. We also contract specialist skills to provide legal and financial advice; marketing and communications; and technology and digital support. During the preparation and delivery of the National Kapa Haka Festival, contract specialists are brought on to provide production, event management, broadcasting, operational and logistical support.

NATIONAL COMMITTEE		EXECUTIVE COMMITTEE
Chairperson	Selwyn Parata	Chairperson:
Aotea	Kahurangi Simon	Selwyn Parata
Kahungunu	Hiria Huata	
Mataatua	Te Kahautu Maxwell	National Committee
Rangitaane	Christopher Whaiapu	Members:
Tainui	Paraone Gloyne	Maui Tangohau
Tamaki Makaurau	Annette Wehi	Pauline Hopa
Te Arawa	Rangitahi Pene	Te Kahautu Maxwell
Te Tairāwhiti	Maui Tangohau	Annette Wehi
Te Tai Tokerau	Pauline Hopa	Puamiria Parata-Goodall
Te Taihū o te Waka a Maui	Dayveen Stephens	Darrin Apanui (Executive Director)
Te Whanganui-a-Tara	Wiremu Wehi	
Te Whenua Moemoea	Isaac Cotter	
Waitaha	Puamiria Parata-Goodall	

- Te Waka Huia



OUR KAUPAPA

The following statements set out the Te Matatini kaupapa, how we envision the future of Kapa Haka and the principles that guide what we do.

KAUPAPA

To foster, develop and protect Kapa Haka in the pursuit of excellence

VISION

Mā tini, mā mano ka rangatira a Kapa Haka
Kapa Haka flourishes through the efforts of many

MISSION

Ki te whāngai, ki te manaaki, ki te whakatipu i ngā mahi kapa haka kia pūāwai ki ōna taumata
To showcase our Kapa Haka communities in their regions, on national platforms, and the world stage

GUIDING PRINCIPLES

Mahi Tahi me te Kōrero Tahi

Working together through open and honest communications, and ensuring that decisions are based on sound judgment, quality information and advice, and robust discussion

Kanohi Kite

Valuing the importance of being seen by our stakeholders. Building authentic and meaningful relationships and supporting respective hui/kaupapa through attendance and participation

Te Aroha o Tētahi ki Tētahi

Respectful and caring of others in our approach to our work, and supporting people to achieve their full potential

Mō ngā whakatipuranga

Keeping Kapa Haka alive and flourishing for our future generations - for our mokopuna

He Tapu te Tangata

All people are honoured and their contributions valued

Toitū te Reo

Contributing to the sustainability of te reo me ōna tikanga - te reo ō tēnā iwi, ō tēnā iwi

Te Haka, he Tohu Whenua Rangatira

Recognition of the role of Kapa Haka in Māori cultural identity and in New Zealand Society

OUR OPERATING ENVIRONMENT



MAORI TRADITIONAL PERFORMING ARTS SECTOR

The strength of the Māori Traditional Performing Arts sector in New Zealand resides within the regional and national Kapa Haka events held each year.

National Events

The most significant event is the biennial Te Matatini National Kapa Haka Festival where elite Kapa Haka performers come together to compete for the title of National Kapa Haka champion. The festival is one of the country's premiere Māori celebrations and a uniquely New Zealand cultural extravaganza. It is not simply for Māori – it is open to all people, regardless of culture, background, or age to come together, to share and celebrate Kapa Haka and

Māori culture.

The Festival generally involves over 1,600 elite Kapa Haka performers and attracts audiences of 50,000+ throughout its four day duration. It also attracts television, radio and live stream audiences of at least 150,000 per day, rising to over 220,000 on finals day.

The Festival is hosted in a different rohe (region) each time it is held. Previously, rohe were required to 'bid' for the rights to host the festival. However, in June

2013 the National Committee agreed to revise this process. Instead of a competitive bidding process that absorbed significant time and costs for a potential host rohe, a more transparent and fairer system of allocation was developed by the National Committee. The new system gives each of the twelve rohe in Aotearoa the opportunity to host the national competition once over the next 24 years, commencing in 2017.

The next twelve festivals and host rohe have been allocated as follows:

2017	Ngāti Kahungunu	2029	Te Taitokerau
2019	Te Whanganui ā Tara	2031	Rangitāne
2021	Tāmaki Makaurau	2033	Mātaatua
2023	Aotea	2035	Te Tairāwhiti
2025	Te Tau Ihu o Te Waka a Māui	2037	Te Arawa
2027	Tainui	2039	Waitaha

Te Matatini in conjunction with the Ministry of Education also supports the National Primary and National Secondary Schools Kapa Haka Competitions. These events attract over 1,600 performers and at least 30,000 spectators each year.

Regional Events

At a local level, Te Matatini administers a Regional Development Fund, which allocates funds to the thirteen rohe committees to support Kapa Haka development in their region. Funded activities are based on an approved development plan and generally focus on increasing participation and holding regional competitions.

Promotion of Kapa Haka

The promotion of Kapa Haka has increased dramatically in non-traditional forums such as sports. The 2011 Rugby World Cup campaign significantly promoted Kapa Haka in the opening ceremony. Haka has for many years been used by New Zealand sports team at international fixtures. The highest profile sports team in New Zealand, the All Blacks have been ambassadors of Haka for several years. Winning the world cup in 2011 not only consolidated their tag as the best rugby team in the world, but also lifted Haka to a new level of positive exposure.

Kapa Haka has also featured as a complementary performance for other arts and cultural events such as the opening of the Dame Kiri Te Kanawa Concert held in Auckland during the final week of the Rugby World Cup, the Frankfurt Book Fair and Museumzuferfest in Germany in 2012, the 2012 South Pacific Festival in the Solomon Islands and regular trade missions with Government, the latest being to China in April 2013.

A wealth of Kapa Haka activity also occurs at a non-competitive level, particularly through schools and education institutions; local community groups; marae, iwi and Māori organisations; as well as government and private sector organisations.



- Te Matatini
Arohanui Production

LOOKING FORWARD - 2013 TO 2016

Continuing to Grow Kapa Haka

As the umbrella organisation for Kapa Haka, Te Matatini is committed to continuing its support of national and regional Kapa Haka activities. While a key focus is on competitive events, we will also continue to leverage any significant opportunity for greater exposure and promotion of the art form in New Zealand and overseas.



Particular emphasis will be given to strengthening our relationships with Government agencies and strategic partners to achieve mutual outcomes. This will include strengthening our portfolio of sponsors and investors (public, private or philanthropic) who share our interest in developing and protecting Māori performing arts in the pursuit of excellence.

Standards of Excellence

“Excellence in Kapa Haka” is currently determined and assessed through judging criteria and standards set within a framework of national and regional competition systems.

Moving forward from the recent National Kapa Haka Festival, it is timely to revise these standards and associated judging systems.

As Kapa Haka grows through greater creativity and innovation, so too must the definition of excellence and the standards by which it is judged, evolve.



This work will be a primary focus for Te Matatini from July – Dec 2013, ensuring any revisions and system changes are ready for the 2014 regional and 2015 national Kapa Haka competitions.

Investment in Kapa Haka

The Māori Traditional Performing Arts Sector involves a large stakeholder base, ranging from those involved in the performance and administration of the art form to the significant number of avid followers and audience base that Kapa Haka events and roopu (groups) attract.

The potential to access these stakeholders via the medium of Kapa Haka has not been lost on organisations seeking to increase their market base or better engage with Māori and Kapa Haka communities. This is evident in the increased interest in, and demand for Te Matatini services to help broker access into these networks.

While the opportunity exists to leverage off the interest and resources of these organisations,

the priority for Te Matatini is to establish a sound investment strategy to guide public and private investment in the sector.



We expect that this strategy will be developed based on principles of collaborative effort, mutual gain, Kapa Haka development and provision of a return on investment.

Use of Digital Resources

Te Matatini is keen to leverage opportunities that exist through digital and web based technology to engage with and grow our audiences.

Kapa Haka maintains a large and growing audience base, most significantly in New Zealand, although indicators show a growth in international audiences interested in watching Kapa Haka either live or via online broadcasts. The last National Kapa Haka Festival held in February 2013 showed a substantial increase in the number of people engaging with, and accessing information on Kapa Haka through online platforms. Sharp increases

were evident in both social media and web site activity, and feedback highlighted a strong demand from audiences to watch performances online, in real time. Demand is also increasing from avid followers of Kapa Haka for interactive apps through which they can be informed, and continue to be involved in Kapa Haka activities between events.

Protection of Intellectual Property

The escalating use and popularity of social media sites, has led to an increase in the unauthorised use and uploading of Kapa Haka images, recordings and videos. Kapa Haka affiliated to Te Matatini, have raised concerns and sought support to better protect their intellectual property.

A key outcome for Te Matatini is to protect and preserve the body of knowledge and intellectual property associated with Kapa Haka.



In preparation for the National Festival in 2015, we will work with legal advisors and groups to discuss copyright, trademark, patent and content issues and to implement measures to help safeguard Kapa Haka intellectual property rights.



- Te Iti Kahurangi

ORGANISATIONAL CAPABILITY

Strengthening Te Matatini Corporate Brand

A key concern for Te Matatini is the recognition of its corporate brand as separate to the Te Matatini National Kapa Haka Festival. Anecdotal evidence shows that stakeholders associate “Te Matatini” with the National Festival, and are not often aware of the existence of the Te Matatini Society Incorporated or its role in managing the festival or kapa development.

Recent brand changes to “Te Matatini Kapa Haka Aotearoa” and wider exposure of Te Matatini in the media have helped raise some public awareness of our organisation. However, if we are to be effective in our role as the umbrella organisation for Kapa Haka in New Zealand we must seek to strengthen awareness amongst all stakeholders of who we are and what we do.

Our priority in the next three years will be to not only raise awareness of our organisation and brand, but if we are to attract sponsors and investors we must also position our brand as one of “Kapa Haka Excellence” recognised throughout New Zealand and the world.

Financial Sustainability

Te Matatini receives baseline funding from government each year to fund its operations and the achievement of agreed outputs. Beyond this, Te Matatini must seek further funding to undertake significant projects, productions or events such as the National Kapa Haka Festival, through either sponsorship, ticket sales, or increased public or private sector contributions.

As with other organisations involved in the arts in New Zealand, ensuring financial sustainability remains both a challenge and opportunity for Te Matatini. It has been a long term goal of this organisation to generate more sustainable revenue streams. While some progress has been made through generating strategic partnerships with key organisations, more must be done.

Our approach to building financial sustainability in the next three years will be through:

1. Creating savings in operational costs through quality systems and greater efficiency; and
2. Specific targeting of investments to generate kapa outcomes and provide a financial return on investment.

Particular activities will include:

- reducing administration costs through better systems and reporting;
- greater operational efficiencies achieved through quality systems and strong regional infrastructures;
- implementing an investment policy and criteria supported by market research and a strong evidence base. The expected outcome is informed investment decisions, where decisions are tested against market need, expected outcomes and return on investment;
- working in partnership with public or private sector organisations to leverage their resources (financial or otherwise); and
- testing merchandise lines as a sustainable revenue stream.

Core Business Systems

Over the last twelve months Te Matatini has undergone an independent review (completed by Parearau Group) to determine whether the organisation is ready to take on new opportunities for Kapa Haka.

The review identified nine key areas to consider in strengthening the organisation. Broadly, these areas include: Kaupapa, People, Structure, Policies and Systems, Monitoring, Planning, Communications, Marketing, and Products and Services.

Activities to strengthen these areas are encompassed in this business plan and will form part of the three year work programme of Te Matatini.

OUTCOMES AND OUTPUTS 2013 - 2016

This section sets out the outcomes that Te Matatini will seek to achieve for Kapa Haka development based on our kaupapa **to foster, protect and develop Kapa Haka through the pursuit of excellence**. It describes how these outcomes align with those sought through the Arts, Culture and Heritage sector and provides indicators to measure medium to long term progress. Priority areas and a summary of outputs to be achieved in the short term are included. Further detail on each output and its associated performance measures and annual targets are provided in the Statement of Forecast Service Performance.

TE MATATINI OUTCOMES

WHĀNGAI Kapa Haka Excellence	MANAAKI Knowledge Protection	WHAKATIPU Kapa Haka Growth	PŪĀWAI Audience Growth
The pursuit of excellence drives high quality performances and productions	Kapa Haka knowledge is protected and preserved for the enjoyment of all	Kapa Haka growth is stimulated through increased engagement and investment	Kapa Haka excellence is showcased to a wide and diverse audience

ARTS, CULTURE AND HERITAGE SECTOR OUTCOMES

EXCEL Artists, athletes and organisations achieve excellence	PRESERVE Our heritage can be enjoyed by future generations	CREATE Cultural and sporting activity flourishes in New Zealand	ENGAGE Engagement in cultural and sporting activities is increasing
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Te Matatini Contribution to Sector and Government Outcomes

Te Matatini outcomes have a direct correlation to those sought through the Arts, Culture and Heritage sector and to wider government outcomes.

As a traditional performing arts form Kapa Haka represents a significant part of our culture and heritage that deserves to be protected, preserved and shared. Kapa Haka is unique to, and a recognised icon of Aotearoa, New Zealand. It is a distinctive part of this nation's culture, heritage and indigenous history. It is a traditional art form that preserves, showcases and transmits te reo Māori, while capturing and recording our histories, stories and the political climate of the time. Only through its preservation and continued development can we expect the art form to flourish in ways that it can be shared and enjoyed by

current and future generations.

As a cultural medium that connects and brings people together, Kapa Haka contributes to a range of social, cultural and economic outcomes. It is a vehicle through which whānau, hapū, iwi, and Māori connect, develop, foster their kinship ties and retain a shared sense of identity. It is a catalyst for learning and education; for building confidence, leadership and self-esteem; language and knowledge transmission; whānau development and wellbeing; and exercise and health. It is an art form that brings together people of all ages and backgrounds,

from those who passionately perform and support it, to those who watch and follow it within New Zealand and around the world. The economic impact of these communities' activities in developing and supporting Kapa Haka and the holding of annual Kapa Haka events is yet to be quantified, but anecdotal evidence suggests it is significant.

Ultimately, Kapa Haka is an art form that contributes to a broad range of Government sought outcomes, from those relating to cultural heritage, te reo and Māori development to those of nationhood, international exposure and economic development.

PRIORITY AREAS AND OUTPUTS

OUTCOME – WHĀNGAI: Kapa Haka Excellence

The pursuit of excellence drives high quality performances and productions

We will know we are achieving this outcome when we see:

- High standards of artistic performance and judging excellence;
- Innovative performances and new compositions being continually developed; and
- Te Matatini recognised as New Zealand/national organisation for Kapa Haka Excellence.

Priority Areas

Performance Excellence

The pursuit of excellence is what drives Kapa Haka competitions, performances and productions. It helps to foster talent and creativity while encouraging new and dynamic expressions of this unique art form. As the art form continues to evolve, so too must the standards of how excellence is considered, performed and judged.

In preparation for the next National Kapa Haka Festival in 2015, Te Matatini will undertake a major review of judging standards, the judging system and judging expertise. This will be led by the Te Matatini Chairman and involve consultation with representatives from all rohe.

Performance excellence will also be fostered through our continued support of programme and composition development amongst those Kapa Haka who qualify to compete at the National Festival.

Production Excellence

While the priority will be on performance excellence at a competitive level, Te Matatini will also begin scoping a model of excellence for Kapa Haka productions. Productions refer to any exhibitions, concerts or shows that Te Matatini may produce/co-produce to showcase Kapa Haka excellence (outside of competition events). This model will describe the standard and quality of performance required and the return on investment expected of any production.

Brand Excellence

Over the next three years, Te Matatini will grow public awareness of our corporate brand to distinguish it as a separate yet complementary brand to that of the Te Matatini National Kapa Haka Festival. We will also position our corporate brand as a recognised brand of “Kapa Haka Excellence” – known in New Zealand and throughout the world as representing the very best of Kapa Haka through elite performers, quality performances and professional productions.

Three Year Outputs: Te Matatini will:

- Develop standards of performance excellence;
- Facilitate wānanga to inform standards and share best practice;
- Support programme and new composition development;
- Create reporting tools to report on funding provided for regional and school competitions;
- Create a model of excellence for Kapa Haka productions; and
- Grow the Te Matatini corporate brand.

PRIORITY AREAS AND OUTPUTS

OUTCOME – MANAAKI: Knowledge Protection

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

We will know we are achieving this outcome when we see:

- Kapa Haka intellectual property rights are respected and not infringed upon; and
- A record of competitive Kapa Haka is maintained for future generations.

Priority Areas

Protecting Intellectual Property

Kapa Haka is an art form derived from a body of iwi and cultural knowledge. It is expressed through te reo Māori, and incorporates haka, moteatea and waiata comprised of language, music, expressions and knowledge that record our history and stories from traditional times to the present day and into the future. For many years, Kapa Haka have raised the need to protect the body of knowledge and intellectual property associated with the haka, moteatea and waiata, composed and performed at the National Kapa Haka Festival.

Te Matatini has agreed that a priority focus will be to develop a legal framework and policies to support Kapa Haka in protecting their intellectual property rights. At the same time, Te Matatini will explore with Kapa Haka, its ability to utilise the images and footage captured on the national stage for promotional and potentially commercial purposes.

Preserving a Historical Record of Competitive Kapa Haka

Te Matatini is responsible for preserving a record of competitive Kapa Haka from the first Polynesian Festival held in 1972. This includes capturing and archiving all footage, sound and imagery performed at the Festival and Te Matatini productions. Over the next three years Te Matatini will undertake a major project to consolidate, catalogue and archive recorded images, audio and film footage available on competitive Kapa Haka since 1972. Where possible, digital technology will be utilised to best preserve these records in a format that can be accessed and enjoyed by future generations.

Three Year Outputs: Te Matatini will:

- Develop copyright and intellectual property policies; and
- Catalogue (and digitise where appropriate) a comprehensive historical record of competitive Kapa Haka (film footage, images and audio) from 1972 to present day.

PRIORITY AREAS AND OUTPUTS

OUTCOME – WHAKATIPU: Kapa Haka Growth
Kapa Haka growth is stimulated through increased engagement and investment

We will know we are achieving this outcome when we see:

- Strategic partnerships supporting Kapa Haka growth;
- Increased public and private investment in Kapa Haka; and
- Sustainable investment in Kapa Haka.

Priority Areas

The strength and backbone of Kapa Haka resides at the grassroots level. It is here that whānau, hapū, iwi, schools, communities and Kapa Haka committees create, perform and administer the art form. It is in these places that Kapa Haka will be sustained and grown and it is here where both public and private investment will have the most impact. For this reason, Te Matatini will focus its efforts in the next three years to broker support and investment into growing Kapa Haka at the grassroots (local/regional) level.

Strengthen Relationships with Strategic Partners and Funders

A key priority is to strengthen existing relationships with Te Matatini strategic partners and government. While the strategic partners make a major contribution to the National Kapa Haka festival, discussions are underway on how they might also support regional events. Te Matatini has also identified projects of mutual interest with specific government agencies particularly in areas of Māori/te reo/cultural development; Whānau Ora/health outcomes; education outcomes and cultural heritage activities. Collaborative partnerships will be sought with agencies in these areas with the aim of sharing resources and expertise to achieve benefits for both Kapa Haka and iwi/Māori communities.

Attract New Investment

Te Matatini aims to attract new investment in Kapa Haka from the public and private sector. This will require building a strong evidence base that

highlights Kapa Haka as an attractive investment for organisations. To build this base, Te Matatini will collect data and support research into Kapa Haka communities, and the economic impact and contribution of Kapa Haka to social, cultural and economic outcomes.

We will also undertake market research to define the Kapa Haka market and investment opportunities that will deliver benefits for both kapa development and provide a return on investment to public or private organisations.

Te Matatini is also interested in creating a sustainable revenue stream to enhance its baseline funding. It is expected that the market research will help identify merchandise, products and other potential revenue streams for Te Matatini to pursue. In the interim, Te Matatini will create and sell small samples of merchandise as part of our wider branding and marketing strategy.

Three Year Outputs: Te Matatini will:

- Strengthen relationships with strategic partners;
- Collaborate with government agencies to support them to invest in Kapa Haka development;
- Build an evidence base on Kapa Haka communities and the economic impact and contribution of Kapa Haka to social, cultural and economic outcomes;
- Conduct market research to identify potential revenue streams and investment opportunities;
- Develop Te Matatini merchandise and promotional products; and
- Develop an investment policy to guide third party investment in Kapa Haka.

PRIORITY AREAS AND OUTPUTS

OUTCOME – PŪĀWAI : Audience Growth

Kapa Haka excellence is showcased to a wide and diverse audience

We will know we are achieving this outcome when we see:

- Larger and more diverse audiences;
- Increased access and engagement through digital resources and technology; and
- Increased exposure and participation in significant national and international events.

Priority Areas

Showcase Kapa Haka Excellence Regionally, Nationally and Internationally

Te Matatini will continue to administer its Regional Development Fund to support establish regional societies. These societies are responsible for managing regional Kapa Haka activities and the regional competitions in 2014, where groups compete to qualify for the National Kapa Haka Festival. It is expected that at least 60,000 spectators and performers will be involved in these competitions.

Te Matatini is also committed to ensuring regional societies are fully functioning entities, able to deliver and report on their regional development plans. We will also work with these societies to engage with and broker investment in the Kapa Haka communities that exist within their region.

At a national level, we will continue to support the Primary and Secondary School National Kapa Haka competitions in conjunction with the Ministry of Education.

A significant part of our three year workload will involve preparing for, managing and evaluating the Te Matatini National Kapa Haka Festival to be held in Christchurch in February 2015. The Festival will be our contribution to the re-build of Christchurch. It is expected to attract at least 7,000 spectators per day, alongside a minimum of 1,600 performers and an event workforce of 1,500 people. Not only will it provide an extravaganza of Māori cultural excellence

for families to enjoy, we also forecast a minimum economic impact of at least \$6 million to the region. This conservative estimate is based on the economic value our National Festival returned in Gisborne in 2011 of \$6 million and \$7.8 million to Rotorua in 2013.

Te Matatini will also seek opportunities to showcase Kapa Haka either through our own productions such as an 'Arohanui show' or "Koanga festival" styled events, or through collaborative ventures with agencies or production companies.

Internationally we will continue to globalise the art-form by providing the very best Kapa Haka to international events of significance. Our focus for the next three years are on events such as the America's Cup, the Commonwealth Games, the South Pacific Festival and other cultural events such as the Merrie Monarch Festival and the Edinburgh tattoo. Our participation in trade missions will be considered on a case by case basis, if and when they arise.

Increase Audience Reach

Historically Kapa Haka audiences have been comprised of those who attend events and festivals, those who watch or listen to performances via television and radio, and more recently via live streams and web broadcasts.

While these more traditional forms of watching performances are important, the affordability of attending live events and broadcasting constraints essentially limit the number and range of audiences able to experience Kapa Haka. Te Matatini is concerned with making the art form more accessible to a wider and diverse audience and is keen to explore opportunities for this through using digital resources and new technology. Particular platforms that will be explored are those that facilitate online and potentially pay per view audiences as well as I-Apps that encourage people to learn about, experience and engage in Kapa Haka.

Te Matatini will also negotiate a long term broadcasting agreement with a quality broadcaster over the next eighteen months. Any agreement reached must ensure that a real time broadcast of the National Kapa Haka Festival can be viewed by audiences anywhere in the world.

Three Year Outputs: Te Matatini will:

- Administer the Regional Development Fund to support Regional Kapa Haka Competitions and development opportunities;
- Prepare and hold the biennial Te Matatini National Kapa Haka competition;
- Contribute to the rebuild of Christchurch;
- Provide funding and support for the National Primary and Secondary School Kapa Haka competitions;
- Participate in national and international opportunities to expose and showcase Kapa Haka;
- Utilise digital resources and new technology to promote Kapa Haka; and
- Develop a long term broadcasting strategy to increase accessibility and audience reach.



- Te Matatini National Festival
2013 - Rotorua

PERFORMANCE FRAMEWORK

VISION

Mā tini, mā mano ka rangatira a Kapa haka
Kapa Haka flourishes through the efforts of many

MISSION

Ki te **whāngai**, ki te **manaaki**, ki te **whakatipu** i ngā mahi kapa haka kia pūāwai ki ōna taumata.

To showcase our Kapa Haka communities in their regions, on national platforms, and the world stage

OUTCOMES AND INDICATORS

WHĀNGAI Kapa Haka Excellence	MANAAKI Knowledge Protection	WHAKATIPU Kapa Hake Growth	PŪĀWAI Audience Growth
<p>High standards of artistic performance and judging excellence</p> <p>Innovative performances and new compositions</p> <p>Te Matatini recognised as New Zealand/national organisation for Kapa Haka excellence</p>	<p>Kapa Haka intellectual property rights respected and not infringed upon</p> <p>Record of competitive Kapa Haka maintained</p>	<p>Strategic partnerships support Kapa growth</p> <p>Increased public and private investment in Kapa Haka</p> <p>Sustainable investment in Kapa Haka</p>	<p>Larger and more diverse audiences</p> <p>Increased access and engagement through digital resources and technology</p> <p>Increased exposure and participation in significant national and international events</p>

OUTPUTS: 2013/14 - 2015/16

<p>Develop standards of performance excellence</p> <p>Facilitate wānanga to inform standards and share best practice</p> <p>Support programme and new composition development</p> <p>Create reporting tools</p> <p>Create model of excellence for Kapa Haka productions</p> <p>Grow Te Matatini brand</p>	<p>Develop copyright and intellectual property policies</p> <p>Catalogue historical record of Kapa Haka</p>	<p>Strengthen strategic partnerships</p> <p>Collaborate with government to support Kapa investment</p> <p>Build evidence base of Kapa Haka outcomes and impact</p> <p>Conduct market research</p> <p>Develop Te Matatini merchandise and promotional products</p> <p>Develop investment policy</p>	<p>Administer Regional Development Fund</p> <p>Hold National Kapa Haka Competition and support Christchurch rebuild</p> <p>Support National School Kapa Haka competitions</p> <p>Participate in national and international opportunities</p> <p>Utilise digital resources and new technology</p> <p>Develop long term broadcasting strategy</p>
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STATEMENT OF FORECAST SERVICE PERFORMANCE

2013/2014 - 2015/2016

The following tables set out the key outputs Te Matatini will undertake in the next three years. Expected results are identified to help us measure short to medium term impacts in the drive towards our longer term goals and outcomes. Quantitative performance measures will be used to indicate progress over the three year term against set targets. Progress in achieving both these annual targets and a more qualitative assessment of the impact/results of outputs will be captured and reported bi-monthly.

OUTCOME - WHĀNGAI: Kapa Haka Excellence: The pursuit of excellence drives high quality performances and productions

Outputs	Expected Results	Performance Measures	TARGET 2013/2014	TARGET 2014/2015	TARGET 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"> •13 wānanga held with rohe to inform best practice models •New standards and systems integrated into National Festival planning 	<ul style="list-style-type: none"> •95 % satisfaction •100% National Festival Goals met •100% National Festival financial targets met •New standards and systems used at National Festival 	<ul style="list-style-type: none"> •100% satisfaction •Best practice models reviewed and integrated into National Festival planning
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 wānanga held •Number of national conferences supported 	<ul style="list-style-type: none"> •2 national conferences supported 	<ul style="list-style-type: none"> •2 Judges and Tutors wānanga held •2 national conferences supported 	<ul style="list-style-type: none"> •2 national conferences supported

Outputs	Expected Results	Performance Measures	TARGET 2013/2014	TARGET 2014/2015	TARGET 2015/2016
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 •25% new compositions performed and recorded 	<ul style="list-style-type: none"> •100% plans and reports received •30% new compositions performed and recorded 	<ul style="list-style-type: none"> •100% plans and reports received •35% new compositions performed and recorded
4.Create reporting tools to report on funding provided 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"> •70 % reports received on time •60 % reports meet reporting standards 	<ul style="list-style-type: none"> •80% reports received on time •70 % reports meet reporting standards 	<ul style="list-style-type: none"> •90% reports received on time •80 % reports meet reporting standards
5.Create a 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 developed •Model used for all production planning 	<ul style="list-style-type: none"> •Model used for all production planning 	<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"> •50% surveyed stakeholders and customers aware of Te Matatini corporate brand and Te Matatini Festival brand 	<ul style="list-style-type: none"> •75% surveyed stakeholders and customers aware of Te Matatini corporate brand and Te Matatini Festival brand 	<ul style="list-style-type: none"> •95% surveyed stakeholders and customers aware of Te Matatini corporate brand and Te Matatini Festival brand

OUTCOME - MANAAKI: Knowledge Protection:
Kapa Haka knowledge is protected and preserved for the enjoyment of all

Outputs	Expected Results	Performance Measures	TARGET 2013/2014	TARGET 2014/2015	TARGET 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"> •Protocols established 	<ul style="list-style-type: none"> •100% compliance •100% of Kapa Haka groups (qualified for National Festival) sign management agreements with IP provisions 	<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"> •100% of all Te Matatini held images from 1972 to present day (hard and electronic) catalogued 	<ul style="list-style-type: none"> •100% of film footage and audio files held by Te Matatini from 1972 to present day catalogued 	<ul style="list-style-type: none"> •All images, footage and audio files archived

OUTCOME - WHAKATIPU: Kapa Haka Growth:
Kapa Haka growth is stimulated through increased engagement and investment

Outputs	Expected Results	Performance Measures	TARGET 2013/2014	TARGET 2014/2015	TARGET 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 -Provide advice on NZQA standards developments -Co-lead research into contribution of Kapa Haka to NZ society (with MCH) •3 initiatives undertaken with Te Matatini Strategic Partners: -Broker relationships between Kiwibank and University of Waikato with Kapa Haka communities -Develop infrastructure and leasing plan for Te Matatini Mahau (with NZMACI) •1 international and 1 domestic lease arrangement negotiated for use of Te Matatini Mahau •At least 2 national and 4 regional Kapa Haka events funded by public or private sector org 	<ul style="list-style-type: none"> •2 initiatives undertaken with government -Develop education resources to support teaching of Kapa Haka in schools -National Festival Funding Initiative •3 initiatives undertaken with Te Matatini Strategic Partners -National Festival sponsorship -At least two initiatives tbc •100% Festival sponsorship targets met •1 domestic lease arrangement negotiated for use of Te Matatini Mahau 	<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
<p>11.Build evidence base on Kapa Haka communities, economic impact and contribution to outcomes</p>	<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"> •Database and indicator developed •Evidence base scoped •Data captured •Report on economic impact of regional Kapa Haka activities produced 	<ul style="list-style-type: none"> •Report on economic impact of national and regional activities produced 	<ul style="list-style-type: none"> •Report on economic impact of 2015 National Festival produced

Outputs	Expected Results	Performance Measures	TARGET 2013/2014	TARGET 2014/2015	TARGET 2015/2016
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"> • 1 revenue generating activity undertaken • 70% audience targets met at regional events 	<ul style="list-style-type: none"> • 2 revenue generating activities undertaken • 90% audience targets (spectator, online and listener) at National Festival 	<ul style="list-style-type: none"> • 3 revenue generating activities undertaken • 80% audience targets met at regional events
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 Te Matatini Aotearoa merchandise products developed (clothing and publications) • At least 30 requests for promotional products 	<ul style="list-style-type: none"> • 2 additional Te Matatini Aotearoa merchandise products developed (Apps + Accessories) • At least 50 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"> • Policy developed and implemented • 100% TM compliance • Outcomes/goals met • % ROI measures met 	<ul style="list-style-type: none"> • 100% compliance • Outcomes/goals met • % ROI measures met 	<ul style="list-style-type: none"> • 100% compliance • Outcomes/goals met • % ROI measures met

OUTCOME – PŪĀWAI: Audience Growth:
Kapa Haka excellence is showcased to a wide and diverse audience

Outputs	Expected Results	Performance Measures	TARGET 2013/2014	TARGET 2014/2015	TARGET 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 •90% reporting and milestone requirements met 	<ul style="list-style-type: none"> •100% 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"> •Festival targets set 	<ul style="list-style-type: none"> •At least 1,600 Kapa Haka performers competing on national stage •At least 10,000 ticket sales for National Festival •At least 80,000 to 250,000 online viewership of Festival •At least 150,000 radio listeners per day •80% customer satisfaction rating •10 national and 20 regional media 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"> •Indicators developed to measure economic impact 	<ul style="list-style-type: none"> •Festival economic impact evaluation 	N/A

Outputs	Expected Results	Performance Measures	TARGET 2013/2014	TARGET 2014/2015	TARGET 2015/2016
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 	<ul style="list-style-type: none"> • 100% reporting and milestone requirements met 	<ul style="list-style-type: none"> • 100% reporting and milestone requirements met
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 2 events attended/ supported • At least 2 national, 4 international and 4 online articles on Kapa participation at international events 	<ul style="list-style-type: none"> • At least 1 event attended/ supported • At least 1 national, 2 international and 2 online articles on Kapa participation at international events 	<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. Utilize 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 You Tube 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"> • 5,000 Facebook followers • 1,000 You Tube Followers • 1000 website visits (average) per month 	<ul style="list-style-type: none"> • At least 80,000 to 250,000 televised, online and radio audience • 7,000 Facebook followers • 4,000 You Tube Followers • 2000 website visits (Average) per month • 150+ TM app users • 10% increase in followers/ users across identified market segments 	<ul style="list-style-type: none"> • 8,000 Facebook followers • 2,500 You Tube 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"> • Strategy developed • Broadcaster confirmed • Audience baseline set • Targets developed 	<ul style="list-style-type: none"> • 10% increase in audience numbers • 10% increase in audience across identified market segments 	<ul style="list-style-type: none"> • 2% increase in audience numbers • 1% increase in across identified market segments



TE MATATINI KAPA HAKA AOTEAROA



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